

**CENTER FOR PROFESSIONAL
DEVELOPMENT**

Temple University

**School of Business
Administration**



Management and Professional Development Programs

SEPTEMBER to DECEMBER 1981

The Center for Professional Development

. . . is a division of Temple University's School of Business Administration.

Its programs are non-credit courses and seminars designed for the manager, accountant, or other business professional who needs to become more proficient in his or her field or who wants to enter a new career area.

The Center draws on the resources of Temple University faculty, visiting faculty from other institutions, consultants, practitioners, and managers. Seminar leaders are chosen for their practical knowledge of their field and ability to work effectively with adult audiences.

SCHOOL OF BUSINESS ADMINISTRATION

Edward M. Mazze, Dean

Robert H. Deans, Associate Dean

CENTER FOR PROFESSIONAL DEVELOPMENT

Charles Day, Assistant Dean for Professional Development
and Director of the Center

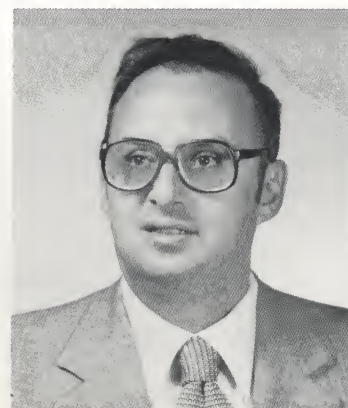
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*Edward M. Mazze
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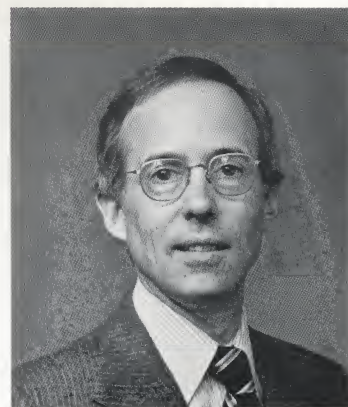
Florence Nennich, Director

DATA PROCESSING INSTITUTE

Samuel Speers, Director

REAL ESTATE INSTITUTE

Jay Lamont, Director



*Charles Day
Assistant Dean for Professional
Development*

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Guide to Programs

Note: Programs are either COURSES (evening or weekend sessions, held over a period of several weeks) or SEMINARS (full-day programs, presented on one to three consecutive days). Under each heading below and throughout this publication, courses are listed first, followed by seminars.

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Photographs by Bob Narod

The programs marked with an asterisk() are approved for CPE credit for Pennsylvania accountants.

To receive our next catalog, fill in and return the form on p. 30.

Accounting and Tax Institute

The school of professionals—taught by professionals. The Accounting and Tax Institute of Temple University offers continuing professional education for practitioners. The courses, which cover major areas in the growing and complex field of accounting, are presented by a faculty of thoroughly qualified practitioners.

State-Mandated Continuing Professional Education

The second biennial period for required continuing professional education in Pennsylvania begins September 1, 1981 and ends August 31, 1983. Within this period, all Pennsylvania Certified Public Accountants engaged in the practice of public accounting, regardless of degree, must complete eighty (80) hours of continuing professional education in order to retain the permit to practice. Each of the courses listed below is designed to qualify for continuing education credit of 30 hours, from the Pennsylvania State Board of Examiners of Public Accountants. (The Center for Professional Development is an approved sponsor). Persons completing the program will be furnished a statement showing the hours of credit, and records will be retained by the University for a period of five years, in accordance with State Board requirements.

For further information as to objectives, prerequisites, CPE credits, and level of knowledge, call 787-7833.

PROBLEMS OF THE CLOSELY-HELD CORPORATION

Program No. BAF-341
12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City
Fee: \$295

This course deals with the accounting and tax problems and critical tax planning areas affecting the closely-held corporation. The course material covers tax-free transfers, assumption of liabilities, Sub-Chapter S elections and operations, unreasonable compensation, estate planning for the shareholder, accumulated earnings tax, stock redemptions, buy-sell agreements, and related areas affecting the closely-held corporation.

COURSE LEADER

Barry H. Frank is a partner in the Philadelphia law firm of Pechner, Dorfman, Wolffe, Rounick & Cabot and is responsible for the firm's tax practice. He is on the Tax Conference Advisory Board of the University of Pennsylvania's Wharton School and the Executive Committee of the Small Business Council of the Greater Philadelphia Chamber of Commerce.

For registration information, call
(215) 787-7833

CONSOLIDATED TAX RETURNS

Program No. BAM-361
12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City
Fee: \$295

A comprehensive review of the consolidated return rules and regulations with emphasis on planning opportunities through various elections and alternatives. A practical "tax return" oriented case study approach is taken, with a view toward providing the practitioner a clear understanding of these complex rules.

COURSE LEADER

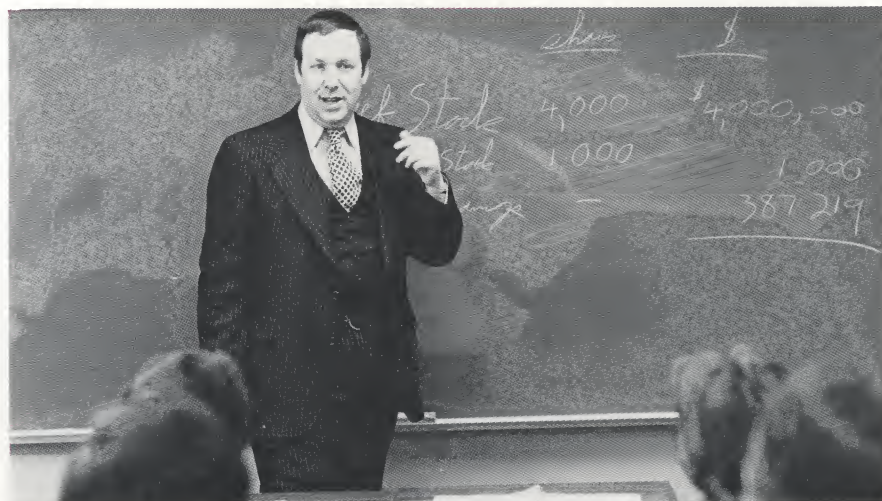
Patrick J. O'Leary is a Tax Manager in the Philadelphia Office of Arthur Andersen & Co. His responsibilities include consolidated groups on a multinational/international level, with firmwide responsibility in the area of tax-exempt financing. He has spoken before the International Business Forum, The World Trade Institute and the Pennsylvania International Trade Conference. He is a member of the American and Pennsylvania Institutes of Certified Public Accountants and the International Business Forum.

REORGANIZATIONS, LIQUIDATIONS AND REDEMPTIONS

Program No. BAA-301
12 Tuesdays, 7:15 to 9:45 p.m.
September 22 to December 8, 1981
Temple University Center City
Fee: \$295

A detailed and comprehensive analysis covering the principal reorganization areas for the practicing professional, including the tax effects of the transaction contemplated; the problems associated with the various sections and the ramifications of improper tax planning.

Both partial and complete liquidations are covered in detail. Included will be section 331, the general liquidation section, continuing into the special area up through section 336. Redemptions, both partial and complete, as well as the tax effects of failure to qualify under the redemption sections will be covered. Special attention will be paid to the tax climate as evidenced by revenue rulings and landmark and current cases.



COURSE LEADER

Martin J. Satinsky, L.L.M., J.D., C.P.A., is a manager in the Philadelphia Tax Department of Arthur Young and Company. He has spoken before various groups on tax and financial planning matters including leading a variety of tax workshops for the Pennsylvania Institute of Certified Public Accountants. Mr. Satinsky is co-author of a basic text on Federal Income Tax Law and is currently writing a book on the valuation of property for estate tax purposes. He has also been an instructor at the American College and Villanova University.

AUDITING UPDATE PROGRAM

Program No. BAP-381

12 Tuesdays, 7:15 to 9:45 p.m.

September 22 to December 8, 1981

Temple University Center City

Fee: \$295

A critical analysis of recent pronouncements by the AICPA and the Federal Government and its agencies that have had an impact on auditing procedures and the auditor's legal liability. The focus of the course will be on recently issued Statements on Auditing Standards, the Foreign Corrupt Practices Act of 1977, Statements on Standards for Accounting and Review Services, and S.E.C. Proposals for reporting on weaknesses in internal control. Short cases for discussion will be used to help illustrate the new pronouncements.

COURSE LEADER

E. Anthony Houston, M.B.A., C.P.A., C.M.A., is an Assistant Professor of Accounting at Rutgers University. His background includes public accounting experience at a national accounting firm and an active consulting practice. He is a member of the American Accounting Association, Institute of Internal Auditors and Institute of Management Accountants.

PROFESSIONAL CORPORATIONS— “BIRTH UNTIL DEATH”

Program No. BAT-411

12 Tuesdays, 7:15 to 9:45 p.m.

September 22 to December 8, 1981

Temple University Center City

Fee: \$295

Participants will learn the step-by-step operations and problems of the professional corporation.

How do I know if I should incorporate? When is the best time for incorporation? What are the signs of incorporation? What



effect will it have on my clients and patients? What is the role of my spouse? How do I handle such things as the car, the home office, and the convention trip? What kind of retirement plan should I select? How do I control my pension investments myself? What effect will incorporation have on my spendable income? What is the best way to provide for the employees? What is the best way to provide for other professionals? What are the insurance and investment advantages? What is the best way to bring in a new professional? How do I tie this in with my Estate Planning? Can I shift income to my children? How do I pass my practice on? How easy is it to dismantle a corporation? What are the costs of incorporation?

COURSE LEADERS

Jerry Susman, J.D., L.L.M., C.P.A. Prior to entering the practice of law, Mr. Susman held the positions of Internal Revenue Agent and Inspector for the Internal Revenue Service. He is a senior stockholder in the incorporated firm of Bluestein, Mirarchi & Susman, P.C. Mr. Susman is an editorial consultant for The Prentice-Hall Professional Corporation Guide and lectures frequently.

Frederic Shapiro, M.B.A., J.D., a tax attorney in the firm of Bluestein, Mirarchi & Susman, P.C. He received his Law degree, as well as his M.B.A., from Temple University and is a member of the Bar of Pennsylvania. Prior to entering the practice of law, Mr. Shapiro was in the tax department of a public accounting firm.

PENSIONS, PROFIT-SHARING AND EXECUTIVE COMPENSATION

Program No. BAC-311

12 Wednesdays, 7:15 to 9:45 p.m.

September 23 to December 9, 1981

Temple University Center City

Fee: \$295

The course is a detailed legal, tax and practical analysis of the qualification requirements, deduction and distribution rules and administration requirements for pensions and profit-sharing plans under ERISA, including E.S.O.P.'s and HR-10s. Participants also study nonqualified deferred compensation arrangements for executives.

COURSE LEADER

Ronald Bluestein is a senior partner in Bluestein, Mirarchi and Susman, P.C., a professional corporation specializing in tax and corporate law. During the past ten years, Mr. Bluestein has written articles for a variety of tax publications and has lectured before CPA, bar, medical, dental, and other professional organizations on a variety of tax topics.

ESTATE GIFT AND INHERITANCE TAXES

Program No. BAL-321

12 Wednesdays, 7:15 to 9:45 p.m.

September 23 to December 9, 1981

Temple University Center City

Fee: \$295

Both federal estate and gift taxes are covered. Major topics include the marital and charitable deductions, transfers in contemplation of death, transfers with any retained interest credits against the tax, the gift tax annual exclusion, transfers constituting taxable gifts, and powers of appointment and insurance.

COURSE LEADER

Ralph E. Mirarchi, J.D., L.L.M., is a senior shareholder in the firm of Bluestein, Mirarchi & Susman. He formerly was an Estate and Gift Tax Attorney for the Internal Revenue Service. Mr. Mirarchi is a member of the Virginia and Pennsylvania Bar; American and Pennsylvania Bar Association; and is on the Federal Estate and Gift Tax Committee. He is the author of *Estate Planning for the Incorporated Professional*, *Estate Tax Exclusion of Distribution from Qualified Plans*, and *Internal Revenue Attacks the One-Man Professional Corporation*.

COMPUTER AUDITING*

Program No. BAN-371

12 Wednesdays, 7:15 to 9:45 p.m.

September 23 to December 9, 1981

Temple University Center City

Fee: \$295

This course is designed for Auditing, Accounting, Data Processing and other Financial Personnel who want to learn the fundamentals of auditing within a computer environment. Participants will address, in a practical manner, responsibility for EDP control, planning and conducting an EDP audit, computer auditing techniques, including auditing through or around the computer and guidelines for computer controls.

COURSE LEADER

Barry J. Wallgren is a Manager in the Philadelphia Office of Arthur Young & Company. He is the regional coordinator of computer auditing, and is the Assistant Director for Computer Auditing in the Philadelphia Office.

Mr. Wallgren is a member of the Data Processing Management Association, and has prepared and presented seminars and symposiums on computer auditing to various organizations including the EDP

**For a daytime seminar on this subject, see page 13.*

Auditors Association, Pennsylvania Institute of Certified Public Accountants and the American Society of Women Accountants.

PARTNERSHIPS

Program No. BAE-331

12 Thursdays, 7:15 to 9:45 p.m.

September 17 to December 17, 1981

Temple University Center City

Fee: \$295

A comprehensive examination of the partnership area, including contributions to partnerships, basis of assets transferred, transactions between partners and partnerships, sales of partnership interest, and special allocation problems. An in-depth analysis of the use of limited partnerships as a tax shelter and the effects of pending legislation in this area are also included.

COURSE LEADER

Barry E. Sweet is a member of the Philadelphia and American Bar Associations (Sections of Taxation), and the State Bar of Wisconsin. He has been a lecturer in real estate taxation at Immaculata College and Manor Junior College. He is currently associated with the law firm of Fox, Rothschild, O'Brien, and Frankel.



TAX SHELTERED INVESTMENTS

Program No. BAR-391

12 Thursdays, 7:15 to 9:45 p.m.

September 17 to December 17, 1981

Temple University Center City

Fee: \$295

This course is designed to provide insight from fundamentals to very sophisticated transactions in order to enable participants to evaluate better the true economic and tax aspects. There will be a review of benefits and pitfalls of the various types of entities including corporations, partnerships and trusts as vehicles for real estate projects (residential, commercial, industrial, shopping centers, etc.) oil, gas and other minerals, equipment leasing and agricultural transactions.

COURSE LEADER

Andrew J. Guinan is a tax manager of Coopers & Lybrand. He has a broad background in general corporate and individual taxation which includes structuring of corporations, acquisitions and dispositions.

Mr. Guinan is a member of the American and Pennsylvania Institutes of Certified Public Accountants and the Bank Administration Institute. He serves on the PICPA's Committee on the "Federal Tax Conference" and is a frequent lecturer at PICPA sponsored courses.



**For registration information, call
(215) 787-7833**

WHEN THE READER'S IN TROUBLE, THE WRITER IS TOO

By Kevin Harty, Ph.D.
Assistant Professor of English
Temple University
College of Liberal Arts

Professional writing is the writing done on the job by business men and women, scientists, technicians, and engineers. Professional writing differs from other kinds of writing in its emphasis on clarity, brevity, precision, and concreteness. It also differs from other kinds of writing in that its practitioners usually do not think of themselves as writers: they are managers, executives, and researchers whose jobs sometimes require them to write.

People in business and industry generally know enough about the mechanics of writing to produce reports, memoranda, and letters. But knowing just enough can be frustrating, because ineffective writing wastes time and money. According to the Darrell Institute of Business Research, the average business letter now costs \$4.77 to produce. It costs more, of course, if the writing is poor or misdirected.

“The best professional writing is the result of a three-part writing process: prewriting, writing and rewriting. Any piece of writing that ignores the first or last part of this process is sure to fail.”

The best professional writing is the result of a three-part writing process: prewriting, writing, and rewriting. Any piece of writing that ignores the first or last part of this process is sure to fail. Prewriting requires thought before composing even a first draft. We must analyze our audience: Whom are we writing to? Why to this person and not to someone else? What is our relation to this person? How does this person expect to be treated? We must examine the true purpose of the written communication we are about to compose: Why did our boss or client request this report? What objective will this memorandum fill? Is this a letter that says no in a considerate way? Are we asking for a job or for an interview? We must also clarify our ideas: What should be included in the piece of writing and what need not be there at all? Of course, to answer any one of these questions, a person in business or industry must have the answers to some of the other questions.

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Communications

BUSINESS WRITING REVIEW

Program No. BNG-431
10 Mondays, 7:15 to 9:45 p.m.
September 21 to November 23, 1981
Temple University Center City
Fee: \$195

This course is designed to provide detailed practice in the major forms of business writing: letters, memos, and short reports. It will prove especially helpful to executive secretaries, administrative assistants, and managers who already know the basics of business English but who nonetheless need instruction in the strategies for effective business writing. The course will begin with a brief overview of grammar and the mechanics of writing. The balance of the semester will be spent in showing participants how to use the principles of effective writing to improve their own writing.

COURSE LEADER

Kevin J. Harty, Ph.D., is a consultant in business and technical writing whose clients have included the employees of many corporations and industries in and around the greater Philadelphia area. Dr. Harty is an active member of a number of professional organizations, including the American Business Communication Association and the Association of Teachers of Technical Writing. He is the author of articles on the teaching of writing and editor of *Strategies for Business and Technical Writing* (Harcourt, 1980). Dr. Harty has been a member of the faculty at Centenary College, where he was Director of the College Study Skills Program; Rhode Island College, Curry College; and the University of Pennsylvania. He presently teaches full time at Temple University.

**For registration information, call
(215) 787-7833**

WRITING FOR RESULTS How to Write More Effective Reports, Letters, and Memos

Program No. BND-411
Two Days, 9:00 a.m. to 4:30 p.m.
October 21 and 22, 1981
Wednesday and Thursday
Holiday Inn City Line
Fee: \$445

Take the hard work out of writing—learn a series of practical techniques that make business and technical writing more effective and convincing.

The seminar provides a step-by-step approach for writing better reports, letters and memos. It shows you how to plan, write, and edit your reports and correspondence so as to make your writing simpler, clearer, more effective, and more enjoyable for you and your readers.

KEY TOPICS

- I. Clear Thinking Leads to Clear Writing . . . Choosing the Proper Format and Organizational Plan . . . Techniques of Professional Report Writers.
- II. Grammar, Spelling and Mechanics Made Easy . . . The Seven Sins of Business and Technical Writing . . . Improving Your Spelling and Punctuation . . . How to Make Your Writing More Informative.
- III. Writing Readable Reports and Correspondence . . . Audience Analysis . . . The Answers to Jargon . . . Using Visual Aids Effectively . . . How to Save Time, Words, and Money.
- IV. Encouraging Others to Write Well: Tips for Managers.

WHO SHOULD ATTEND

Anyone who writes reports, letters, or memos: Executives - Managers - Assistants - Personnel Officers - Accountants - Salespeople - Engineers - Scientists - Marketing and Promotional People.

SPECIAL NOTE TO PARTICIPANTS

Please bring with you to the seminar, representative samples of your writing—several letters and memos and a longer report, for use in self-improvement exercises. Professor Harty will also personally evaluate a writing sample from any of the participants before or after the seminar.

SEMINAR LEADER

Kevin Harty, Ph.D. (See Dr. Harty's biography at the end of the course description for "Business Writing Review.")

EFFECTIVE EXECUTIVE SPEAKING

Program No. BNE-421

Two Days, 9:00 a.m. to 4:30 p.m.

November 5 and 6, 1981

Thursday and Friday

Temple University Center City

Fee: \$445

Effective Executive Speaking is designed for persons who are not satisfied with their ability to handle small-group presentations or public speaking situations—for those who feel uncomfortable or actually dislike having to speak; who wonder whether they are coming across the way they want to; who believe they could handle questions from the audience more effectively—in short, for persons who want to check out their skills and learn to become more effective speakers and presenters.

Effective Executive Speaking is a seminar-workshop which combines learning with opportunities for each participant to speak before the group and receive feedback from both classmates and the instructor. The focus is on your personal needs, questions, and objectives.

KEY TOPICS

- I. Getting started: overcoming anxieties and "stage fright."
- II. Getting ready to talk: "Who are these people, and what can I say to them?"
- III. Thinking on your feet: How to keep yourself on the track.

IV. Putting a talk together.

V. Videotape recording session—you will record your talk and review it with the instructor.

VI. Nonverbal communication skills: voice and body language.

VII. Facing comments from an audience.

VIII. Conclusion and review of principal points.

WHO SHOULD ATTEND

Effective Executive Speaking is for managers, sales, and marketing professionals, accountants, consultants, and anyone whose responsibilities include speaking before groups.

SPECIAL FEATURE

This course includes the unique opportunity to watch yourself on videotape. The seminar leader will join you in watching the tape, analyzing what you do, and making suggestions and comments.

SEMINAR LEADER

Donald H. Ecroyd, Ph.D., is Professor of Speech at Temple University, and a winner of the Lindback Award for outstanding teaching. He is author or co-author of eleven college textbooks in Speech Communication, and Past President of both the Eastern Communication Association and the Speech Communication Association of Pennsylvania. He is a frequent instructor in training workshops, and has taught communication to private industry, professional associations, and government agencies.



(Continued from page 7)

Rewriting is equally complex. Rewriting is not simply a quick final check for correct punctuation, spelling, and form. Proofreading is an essential part of this process, but rewriting requires much more. The considerations that went into prewriting must be reviewed. In fact, we become our own editor at this stage: we pretend that we are the audience whom we are writing to; we examine our writing critically, inquiring into nuances of language and tone that we might have ignored in the initial drafts. It is at this stage that we ask ourselves whether or not our style and tone are appropriate.

We can see how this three-part process works by examining a piece of professional writing that fails to communicate effectively to its audience. The following two paragraphs are excerpted from the booklet "New York State Income Tax Forms and Instructions for Filing," published by the New York State Income Tax Bureau.

The return for the period before the change of residence must include all items of income, gain, loss or deduction accrued to the taxpayer up to the time of his change of residence. This includes any amounts not otherwise includable in the return because of an election to report income on an installment basis.

Stated another way, the return for the period prior to the change of residence must be made on the accrual basis whether or not that is the taxpayer's established method of reporting. However, in the case of a taxpayer changing from nonresident to resident status, these accruals need not be made with respect to items derived from or connected with New York sources.

"... the average business letter now costs \$4.77 to produce. It costs more, of course, if the writing is poor or misdirected."

How do we react to this information? If we are taxpayers in need of this information to solve one or another of our tax problems, we are sure to feel annoyed. Why must tax forms be so complicated? Was this writing for a trained accountant or for the average taxpayer? Isn't it possible to present this information in plain English? These are the questions we all have asked about similar kinds of writing.

Further, whoever composed these two paragraphs for the New York State Income Tax Bureau would not have satisfied their supposed purpose: to inform taxpayers of how to adjust their tax returns in the case of changing residence. Although the grammar is correct and the style passable,

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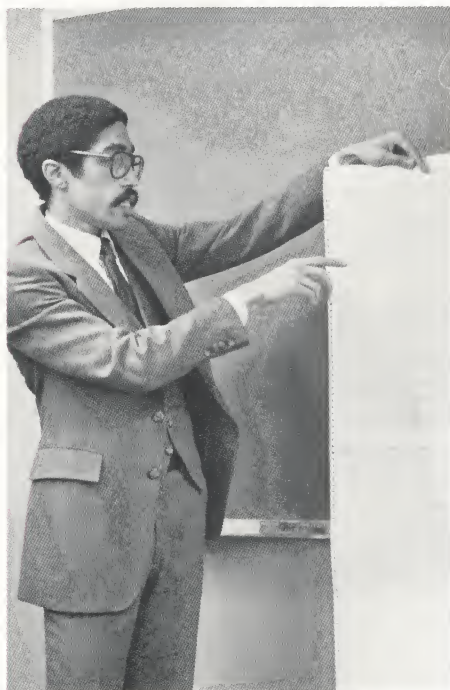
Data Processing Institute

The Data Processing Institute was created by practicing professionals in this field, to help both newcomers and those already working in the field who want to advance. In the Institute's courses, you will be working with data processing and management experts from area industries who are on the firing line every day; you will learn from persons who are themselves managing data processing staffs, developing new systems, and processing payrolls, accounting, inventory, and other data.

The Institute's goals are to help you do one or all of the following: (1) develop advanced skills to qualify for promotion; (2) develop the necessary skills to enter the field; and (3) understand what data processing is all about, so that you can work with the specialists. You pick the level of training you want based on your present level of knowledge and your objectives in the field.

The entry-level course is Basic Data Processing: persons with comparable experience may go directly into COBOL and FORTRAN courses. Prerequisites for other courses are described below. There are no prerequisites other than those stated below. A certificate will be awarded to students who complete four courses offered by the Institute.

The Director of the Institute is J. Samuel Speers, Manager, Management Information System, RCA Corporation. Instruction is by qualified practitioners with substantial experience in the field.



BASIC DATA PROCESSING

Program No. BDA-141

Section I:

12 Thursdays, 7:15 to 9:45 p.m.
September 17 to December 17, 1981
Temple University Center City

Section II:

12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City

Section II(A):

12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City

Section III:

12 Tuesdays, 7:15 to 9:45 p.m.
September 22 to December 8, 1981
Temple University Center City

Section IV:

12 Wednesdays, 7:15 to 9:45 p.m.
September 23 to December 9, 1981
Temple University Center City

Section IV(A):

12 Wednesdays, 7:15 to 9:45 p.m.
September 23 to December 9, 1981
Temple University Center City

Section V:

10 Saturdays, 9:00 a.m. to 12:00 noon
September 26 to December 5, 1981
Ambler Campus
Fee: \$195

The course is designed for people seeking a data processing career, and those with an interest in understanding computers and computer terminology. The course covers: computer functions; the operation of a data processing department; systems analysis and design; programming; data communications; and operating systems. Also, emphasis will be placed on all levels of flow charting and elements of COBOL, the language of business programmers. A field trip will enhance familiarity with various equipment such as terminals, printers, etc.

COBOL—Introductory

Program No. BDB-151

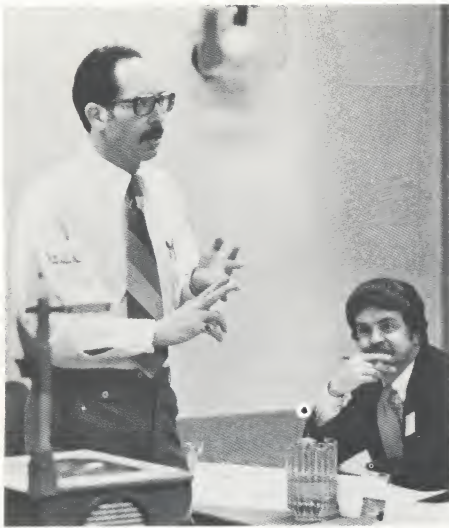
Section I:

12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City

Section II:

12 Wednesdays, 7:15 to 9:45 p.m.
September 23 to December 9, 1981
Temple University Center City

For registration information, call
(215) 787-7833



Section II(A):

**12 Wednesdays, 7:15 to 9:45 p.m.
September 23 to December 9, 1981
Temple University Center City**

Section III:

**5 Saturdays, 9:00 a.m. to 4:00 p.m.
September 26 to October 24, 1981
Temple University Center City
Fee: \$215**

Prerequisite: Basic Data Processing or equivalent data processing experience or training.

The course is designed for people who seek to qualify for entry-level positions which require training in COBOL, the programming language of business data processing. Upon completion of the course, the student will know the basic skills of COBOL programming and will have written several functional programs.

COBOL—Advanced

Program No.—BDC-161

Section I:

**12 Thursdays, 7:15 to 9:45 p.m.
September 17 to December 17, 1981
Temple University Center City**

Section II:

**5 Saturdays, 9:00 a.m. to 4:00 p.m.
November 7 to December 12, 1981
Temple University Center City
Fee: \$215**

Prerequisite: Introductory COBOL or comparable experience or training.

This course is for the experienced COBOL programmer who wishes to acquire greater knowledge in COBOL programming techniques. The student will learn the concepts of structured programming,

modular programs, table searching, and techniques to optimize COBOL programs.

BASIC AND FORTRAN

Program No. BDE-171

**12 Tuesdays, 7:15 to 9:45 p.m.
September 22 to December 8, 1981
Temple University Center City
Fee: \$215**

Prerequisite: Basic Data Processing or equivalent experience or training.

The course will provide thorough training in both BASIC and FORTRAN.

BASIC, one of the most popular time-sharing languages in use today, is an easy-to-use, high-level language. (BASIC is also well known as the prime language for programming home computers.) BASIC knowledge serves as the lead-in to training in FORTRAN, the programming language of mathematics and engineering. There will be illustrative program examples and practice programs.

Upon completion of the course, the student will have acquired BASIC and FORTRAN skills including writing actual programs for manipulation of data.

DATA BASE MANAGEMENT

Program No. BDH-181

**12 Tuesdays, 7:15 to 9:45 p.m.
September 22 to December 8, 1981
Temple University Center City
Fee: \$195**

Prerequisite: Basic Data Processing and Introductory COBOL, or comparable experience.

The course is for all data processing personnel responsible for and/or interested in the implementation of Data Base Management techniques and systems.

Participants will learn methods of evaluating various data base systems, data base construction, data base terminology, data directory purposes, the economics of data base systems, and management and implementation of data base projects. There will be a development project for a specific data base structure as part of the course.

SYSTEMS ANALYSIS AND DESIGN

Program No. BDD-191

**12 Thursdays, 7:15 to 9:45 p.m.
September 17 to December 17, 1981
Temple University Center City
Fee: \$195**

Prerequisite: Basic Data Processing or comparable experience or training.

For the person who needs to master the principles of analyzing, designing, and managing the implementation of business systems. This course will proceed with the analysis of a business system from beginning to end and instruct the student in the objectives, constraints, outputs, processing, inputs, installation and follow-up necessary for effective systems. The principles apply to any hardware or software environment.

DATA COMMUNICATIONS

Program No. BDJ-201

**12 Tuesdays, 7:15 to 9:45 p.m.
September 22 to December 8, 1981
Temple University Center City
Fee: \$195**

Prerequisite: Basic Data Processing or equivalent data processing experience or training.

This course is for people who desire an understanding and working knowledge of the terminology and techniques of the rapidly-changing field of data communications technology. Areas of Data Communications to be addressed include: applications, terminals, types of communication services, network design and controls, common carriers and regulations, and international data communications implications.

The course is designed for anyone with responsibility for providing remote access to a centralized data base who desires to administer the program in a more cost-effective manner.

JOB CONTROL LANGUAGE

Program No. BDK-211

**12 Mondays, 7:15 to 9:45 p.m.
September 21 to December 7, 1981
Temple University Center City
Fee: \$195**

Prerequisite: Advanced COBOL or comparable experience or training.

This course is for experienced Data Processing personnel who want to master the concepts of the IBM Job Control Language (JCL). Encompassed within this program are JCL Formats and Rules, JOB, EXEC and DD Statements, Catalogued Procedures, and Utility Programs. The student will acquire a working knowledge of JCL and will participate in the writing of several JCL's and procedures. This will prepare the participant for the many career positions which require knowledge of JCL.

**For registration information, call
(215) 787-7833**

MIS PROJECT MANAGEMENT

Program No. BDM-221

12 Thursdays, 7:15 to 9:45 p.m.

September 17 to December 17, 1981

Temple University Center City

Fee: \$195

This course is for experienced data processing personnel who wish to develop expertise in managing systems and programming projects. Emphasis will be placed on project initiation, definition, costing, scheduling and implementation. PERT, Line of Balance, and Earned Value Techniques will be emphasized. On-time implementation within cost guidelines with satisfied users will be your end result.



COMPUTER OPERATIONS MANAGEMENT

Program No. BDU-251

12 Tuesdays, 7:15 to 9:45 p.m.

September 22 to December 8, 1981

Temple University Center City

Fee: \$195

Prerequisite: Basic Data Processing or equivalent experience or training.

This course is for persons working in management or operation of data processing facilities, preparing to work within such facilities, or whose data processing requirements are serviced by such facilities. Learn how effective and economical computer operations services are provided. Among the subjects covered in this program are scheduling, hardware efficiency, documentation, software measurements, communications, product assurance, planning, and security. Case studies are utilized to demonstrate the application of the methods presented.

CICS COMMAND LEVEL CODING

Program No. BDV-261

12 Mondays, 7:15 to 9:45 p.m.

September 21 to December 7, 1981

Temple University Center City

Fee: \$195

Prerequisite: Knowledge of COBOL, PL/1 or a Basic Assembly Language.

This course presents the concepts and fundamental features of CICS—the “State of the Art” communications technique. Topics covered include: the role of CICS, on-the-line system development, CICS structure of terminology, transactions design, screen design, programming concerns and the design of data files.

BASIC ASSEMBLY LANGUAGE (BAL)

Program No. BDW-271

12 Wednesdays, 7:15 to 9:45 p.m.

September 23 to December 7, 1981

Temple University Center City

Fee: \$195

Prerequisite: Previous programming course (COBOL, FORTRAN, or BASIC), or equivalent data processing experience or training.

This course is for the programmer or trainee who wishes to learn Basic Assembly Language (BAL) for applications programming requirements. Among the topics to be covered are the Standard Instruction Set, Macros, Data Representation, Editing Instructions, and Subroutine Linkage. At completion, the student will know the basic skills of BAL and will have written several functional programs.

Word Processing Courses*

INTRODUCTION TO WORD PROCESSING

Program No. BDN-231

12 Tuesdays, 7:15 to 9:45 p.m.

September 22 to December 8, 1981

Temple University Center City

Fee: \$215

This course is designed for people seeking a career in Word Processing, and those with the desire to understand Word Processing concepts. Topics covered include: an overview of Word Processing, typical Word Processing applications, storage media, printers, terminals, dictionary function, the office of the future, and career opportunities. This course is followed up by Word Processing Systems (BDT-241).

WORD PROCESSING SYSTEMS

Program No. BDT-241

12 Tuesdays, 7:15 to 9:45 p.m.

September 22 to December 8, 1981

Temple University Center City

Fee: \$215

This course is designed for those who want to enter the Word Processing Industry as a manager of an operation, trainer of operating personnel, or sales/customer service representative. The course will include application studies, the comparison of stand-alone systems with network systems, and the highlighting of other industry trends. Impact on the organizational structure, communications, interaction with mainframe concepts, cost justification and implementation milestones are included in this 12 week course.

***These are evening courses. For a daytime seminar, see page 13.**



DATA PROCESSING CAREER GUIDANCE FORUM

**Tuesday and Thursday, 7:15 p.m.
December 1 and 3, 1981
Temple University Center City
Fee: Complimentary**

As an addition to the regular courses provided by the Data Processing Institute, two free career development nights will be held for students of Temple University. Robert I. Greenberg of Robert Half Associates, will be the forum director and will conduct a presentation and answer career questions. Subjects to be covered include: how to start out in data processing, career path development, salary schedules, interview techniques, resumes, etc.

FUNDAMENTALS OF DATA PROCESSING FOR ADMINISTRATIVE ASSISTANTS AND OFFICE SUPPORT STAFF

**Program No. BDY-4221
Two Days, 9:00 a.m. to 4:30 p.m.
October 1 and 2, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$495**

This seminar addresses the needs of secretaries, assistants, and support personnel from a practical perspective, but in depth. Attendees meet with an expert instructor who teaches them the use of data processing in day to day work. Fundamentals of Data Processing for Administrative Assistants and Office Support Staff shows how to use the course content to assume more responsibility immediately.

WHO SHOULD ATTEND

This program is designed for Secretaries, Administrative Assistants, Word Processing Supervisors, Staff Supervisors, Support Staff Personnel, Data Entry and Data Control Supervisors, and all others interested in gaining increased knowledge of Data Processing and the role it plays in the office.

KEY TOPICS

- I. Understanding Data Processing Concepts
- II. Computer Hardware
- III. Workshop—Through various group exercises, participants learn how the computer works
- IV. Computer Software
- V. Programming Languages
- VI. Developing Basic Applications
- VII. Overview of Processing Modes
- VIII. Understanding the Role of EDP People
- IX. Current Technologies
- X. How the Office Support Function is Changing
- XI. Understanding the Technological Tools
- XII. The Key to Successful Interaction
- XIII. Workshop: Tying it All Together

SEMINAR LEADER

Harvey M. Weiss, President of Weiss & Associates, is an internationally famous computer sciences educator. Formerly with Honeywell Information Systems; Touche, Ross and Company; RCA-EDP; and The Service Bureau Corporation, Mr. Weiss brings a solid background of experience to his presentations. The participants in his programs have consistently acclaimed the depth of his knowledge and experience and his unique ability to communicate clearly and concisely.

MANAGING THE DATA PROCESSING DEPARTMENT

**Program No. BDZ-4801
Two Days, 9:00 a.m. to 4:30 p.m.
October 29 and 30, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$495**

NOW YOU CAN INCREASE PRODUCTIVITY AND LEARN TO CONTROL THE SKYROCKETING COST OF RUNNING YOUR COMPUTER CENTER EFFICIENTLY.

Learn tested tool and techniques for planning and controlling both human and machine resources. Discover how to:

- Plan and control systems development
- Select the appropriate hardware
- Improve communication with users
- Identify reporting requirements
- Improve systems and procedures within the computer center . . . and more.

KEY TOPICS

- I. Applying Management to the Computer Center
- II. Managing Development Projects . . . systems for planning and controlling resources, expenditures, and activities.
- III. How to Assess and Improve Resource Utilization
- IV. Using Your Talents for Effective Leadership
- V. The User's Expectations . . . team responsibilities in database and distributed environments
- VI. Obtaining Additional Resources
- VII. The Steps in Installing a Control System . . . a case study
- VIII. How to Use Management Planning

WHO SHOULD ATTEND

Managers—MIS . . . Operations Managers . . . Data Processing Center Managers . . . Systems Supervisors . . . Senior Programmers . . . Senior Systems Analysts.

SEMINAR LEADER

Herbert W. Bomzer, Ph.D., is Chairman of Information Systems & Analysis at the School of Business Administration, Central Michigan University. He has successfully bid and managed projects valued at several million dollars, has written numerous articles, and holds several patents for reconnaissance systems technology.

**Save by enrolling a team or arranging
an in-house presentation. See p. 28.**

HOW TO AUDIT AND CONTROL COMPUTER SYSTEMS

Program No. BDX-4891
Two Days, 9:00 a.m. to 4:30 p.m.
November 16 and 17, 1981
Monday and Tuesday
Holiday Inn Center City
Fee: \$495

Meet the challenge of auditing today's computerized business environment. Participants receive everything needed—detailed worksheets, sets of checklists, all the necessary tools and techniques—to set up an action plan to improve the organization, control and performance of their auditing systems.

COURSE OUTLINE

- I. Managing the Auditor-Computer Confrontation: How the Computer Changes Auditing
- II. Auditing the Total System . . . Recording and Authorizing of Transactions . . . Transmission, Processing, and Storage of Data . . . Data Output to Users . . . Data Security and Privacy
- III. How to Evaluate the Adequacy of Internal Control (for an Application System)

- IV. Computer Application Audit Case Study: Internal Control Review of an Application
- V. Understanding Computerized Data: the Key to Auditing Success
- VI. How to Design an Audit Text
- VII. Computer Application Audit Case Study: Audit of an Application

WHO SHOULD ATTEND

- CPA's in public practice
- Internal Auditors, Controllers, and Accountants
- EDP Executives and Managers
- Users of EDP systems who wish a better understanding of EDP controls and their relation to manual controls

SPECIAL FEATURE

Each participant will receive a copy of *EDP Controls and Auditing*, 2nd Edition, by W. Thomas Porter and William E. Perry, plus the detailed seminar workbook available only to participants.

SEMINAR LEADER

William E. Perry, C.I.A., M.B.A., C.P.A. has served as Director of Professional Practice for the Institute of Internal Auditors and as Supervisor of corporate computer auditing for Eastman Kodak Company. Previously, he held positions with major public accounting firms. Mr. Perry has published widely, and has had an extensive involvement with continuing professional education.

HOW TO PLAN, IMPLEMENT AND MANAGE A WORD PROCESSING SYSTEM

Program No. BDS-5961
Two Days, 9:00 a.m. to 4:30 p.m.
December 10 and 11, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$495

A two-day seminar that guides you step-by-step through the entire process, from initial systems analysis . . . planning and control . . . equipment selection . . . to the actual implementation stage. The program explains the advantages and limitations of word processing and shows proven techniques for developing a system that works. You'll discover:

- How word processing works
- What types of equipment are available
- How to assess your word processing needs
- How to get a word processing program underway
- How to make intelligent, informed decisions about moving into word processing
- What impact future trends will have on word processing operations

In addition, you'll get individual instruction . . . plenty of time to discuss your specific needs, ideas, and problems.

KEY TOPICS

- I. Word Processing Concepts, Advantages and Limitations
- II. Planning the Word Processing System
- III. Selecting the Proper System
- IV. Equipment Selection: Input, Processing, Storage, and Output Equipment . . . Vendor Evaluations . . . Vendor and Equipment Price and Feature Analysis
- V. Conversion and Implementation
- VI. Staffing the Center
- VII. The Future of Word Processing: Total System Integration

WHO SHOULD ATTEND

Vice Presidents, Directors and Managers of Administration, General and Technical Services Managers, Office Managers, Controllers, and Data Processing Managers.

SEMINAR LEADER

Donald J. Wessels, Senior Associate of Day-Henry Associates, has over thirteen years experience in project management, word processing, and microfilm in records management. He has worked for a number of organizations in positions ranging from Data Processing Manager, Programming Manager, and Production Supervisor to Systems Analyst and Senior Methods and Procedures Analyst.



For registration information, call
(215) 787-7833

Finance

REGISTERED REPRESENTATIVE PREPARATORY PROGRAM

Program No. BFA-131

12 Mondays and Thursdays (24 sessions),
6:00 to 8:30 p.m.

September 17 to December 17, 1981

Temple University Center City

Fee: \$495 (materials and two-session

Examination Review included)

This Program is designed for the person currently working for an investment brokerage firm in either a Sales or an Operations capacity who would like a thorough grounding in the securities industry plus preparation to pass the NYSE/NASD Series 7 Examination to become a Registered Representative. The program has proven to be very effective not only for persons planning a career in sales but also for persons whose career goals are in Operations.

Graduates may attend the two-session Registered Representative Examination Review (Course Number BFS-141) at no additional cost.

PROGRAM LEADERS

The course will be conducted by **Dr. John C. Ritchie**, Professor of Finance and Chairman of the Finance Department, Temple University School of Business Administration, assisted by adjunct faculty, including practicing professionals in the securities industry.

REGISTERED REPRESENTATIVE EXAMINATION REVIEW

Program No. BFS-141

Monday and Thursday, 6:00 to 8:30 p.m.
January 11 & 14, 1982

Temple University Center City

Fee: \$75

A two-session intensive review course open only to current or past graduates of the Registered Representative Preparatory Program (Course Number BFA-131) or an equivalent preparatory program. There is no charge for this program for those who take course number BFA-131. This intensive review is offered just prior to the Philadelphia area Registered Representative examination as a final refresher. Emphasis is on reviewing questions similar to those contained in past examinations.

PERSONAL FINANCIAL PLANNING AND INVESTING

Program No. BFK-121

8 Thursdays, 7:15 to 9:45 p.m.

September 17 to November 12, 1981

Temple University Center City

Fee: \$150

The course is designed to assist you in developing your own financial plan, integrating salary and other income with the need for basic forms of protection. It will cover retirement and estate planning and the possible investment vehicles that may be used in estate building and asset preservation. In addition, it will show you how to establish objectives, develop your personal budget, and evaluate the investment merits of stocks, bonds, mutual funds, real estate and other investment opportunities. The course will also help you to know where and when to seek professional advice in these matters, and to apply basic financial principles to your own situation.

COURSE LEADER

Ferdinand LaMotte is a partner in the investment counseling firm of John M. Davidson & Company. He has served as a security analyst, a senior investment officer and portfolio manager at Girard Bank, managed large investment funds, and is a Chartered Financial Analyst. Mr. LaMotte is a graduate of Princeton University and earned his M.B.A. degree at the Wharton School.

TESTED COLLECTION STRATEGIES AND PROCEDURES: How to Reduce Past-Due Monies and Receivables

Program No. BFM-0691

Two Days, 9:00 a.m. to 4:30 p.m.

October 13 and 14, 1981

Tuesday and Wednesday

Bellevue Stratford

Fee: \$475

Learn how to reduce your Accounts Receivable. This fact-packed two day seminar presents results-oriented, practical methods that will enable you to:

- Create Willing-To-Pay Customers
- Systematize Your Collection Program to Cut Lost Time
- Establish a Credit Policy That Works
- Put Ideas Into Action



KEY TOPICS

- How to Maximize Collection Results
- How to Tailor Your Approach to the Type of Debtor
- How to Pack the Four Secrets of Success into Every Collection Letter
- How to Use Speedwriting Techniques for More Collections Per Hour
- How to Save Time by Using Collection Symbols on Control Documents
- How to Use the 34 Essential Skills for Telephone Collection
- How to Pull in More Dollars Per Week with the "Plus One" Technique
- Master the Four Short Exercises Which Will Give You the Special "Voice of Success" to Move Debtors to Pay
- How to Deal With Excuses From the Debtor
- How to Conduct the Three Phases of a Collection Call
- How to Put What You Have Learned to Work: Action Plans for Results

WHO SHOULD ATTEND

Credit Managers, Vice Presidents of Finance, Controllers, Bank Loan Officers, Credit Union Officials, Owners and Staff of Collection Agencies, and all those whose duties involve consumer collection.

SEMINAR LEADER

C. Connie Firm, President, EMR, Ltd, specializes in helping businesses solve management problems—particularly in the areas of credit management and customer service. She has provided consulting services to Payco American Corp., E. I. duPont, Digital Equipment Corp., the Harris Bank of Chicago and others.

For registration information, call
(215) 787-7833



FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

Program No. BFT-181
Two Days, 9:00 a.m. to 4:30 p.m.
October 19 and 20, 1981
Monday and Tuesday
The Sands Hotel, Atlantic City

Program No. BFT-161
October 22 and 23, 1981
Thursday and Friday
Lancaster Treadway Resort Inn

Program No. BFT-151
December 14 and 15, 1981
Monday and Tuesday
Holiday Inn Center City
Fee: \$445

An intensive, practical introduction to financial management, aimed at the manager or professional person who is not a specialist in accounting or finance and who wants to obtain an understanding of

- accounting concepts
- financial management
- application of the concepts in actual management situations.

KEY TOPICS

1. Overview of financial reporting—its limitations, solutions, advances, and new directions.
2. The meaning of commonly used accounting terms such as “going concern” . . . “full disclosure” . . . “stable monetary unit” . . . “the conservative approach” . . . and other terms.

3. How to measure the financial success of your company or division (and others in your industry).
4. How to establish financial policy in your area of responsibility.
5. How to use Return on Investment in managing your operation.
6. Understanding the budgeting process and the non-financial manager's role in it.
7. Modern cash flow management techniques.
8. The major elements of cost . . . what they are and how they behave.

WHO SHOULD ATTEND

This seminar is recommended for any manager whose specialty lies outside of finance, e.g., marketing, production management, engineering, and distribution of goods, as well as newer financial managers preparing for advancement.



SEMINAR LEADERS

John C. Ritchie, Jr., Ph.D., is Professor of Finance and Chairman of the Department of Finance, School of Business Administration, Temple University. His major fields of specialization are investments, business finance, and managerial accounting. He is the co-author of “Investments: Principles, Practices and Analysis,” and other books and articles on Investment and Financial Analysis, and he has consulted with a wide variety of business firms.

David Meinster, Ph.D., is Professor of Economics, Temple University School of Business Administration. His areas of specialization include: money and banking, business finance, macroeconomics and monetary theory and policy, and he has conducted and developed seminars in advanced monetary theory and policy.

FINANCE AND ACCOUNTING FOR LAWYERS

Program No. BFW-5301
One and One-Half Days
October 26 and 27, 1981
Monday, 9:00 a.m. to 4:30 p.m.
Tuesday, 9:00 a.m. to 12:00 noon
Holiday Inn City Line
Fee: \$350

Lawyers need to know about finance and accounting. This seminar explains the vocabulary, tools and methods used daily in the language of business and finance. It shows the nuts and bolts of how business works . . . the conventions and procedures of financial reporting . . . and the methods used to analyze key financial decisions.

KEY TOPICS

- I. Financial Reports
 - A. Basic Accounting Conventions
 - B. Understanding Financial Statements
 1. The Balance Sheet
 2. Income Management
 3. Funds Flow Statements
 - C. The Role of the Independent Auditor
 - D. How to Analyze Financial Statements
 - E. Special Problems in Interpreting Financial Statements
 - F. Consolidated Financial Statements for Affiliated Companies
- II. Financial Decision Making
 - A. Understanding Long-Term Financial Planning
 - B. How to Analyze Investments
 - C. Debt vs. Equity Financing and the Effect of Financial Leverage
 - D. Determining the Cost of Capital
 - E. Valuation of Assets and Equity
 - F. Achieving External Growth through Mergers

SEMINAR LEADER

Robert J. Frame, Ph.D., is Professor of Finance and Associate Dean for Executive Education at Southern Methodist University, School of Business Administration. A frequent lecturer of financial planning, accounting, and securities matters, Dr. Frame also serves as a consultant to numerous industrial and financial companies.

To receive our next catalog, fill in and return the form on p. 30.

Health-Care Finance and Administration

CENTER FOR HEALTH-CARE FINANCING AND POLICY

Management of the financial aspects of a hospital or other health institution is a crucial factor in the delivery of high quality care—yet, traditionally it has received the least attention in academic and continuing professional education programs.

The Center for Health-Care Financing and Policy was established to help correct that situation. It is a part of the School of Business Administration at Temple University, and offers graduate degree programs, continuing education programs in Health-Care Financial Management, and studies directed at improving the efficiency and effectiveness of institutions, organizations, and health delivery systems.

Seminars are geared to providing all participants with a "hands-on" approach to health-care financial management. All attendees are given the opportunity to work directly on specific problems which have relevance to the world of practice.

Most participants are Administrators, Financial Managers or their Key Staff; trustees and consultants have also enrolled.

TAX COMPLIANCE AND REPORTING FOR NON-PROFIT HOSPITALS AND OTHER HEALTH-CARE FACILITIES

Program No. BHE-651
Two Days: 9 a.m. to 4:30 p.m.
September 24 and 25, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$445

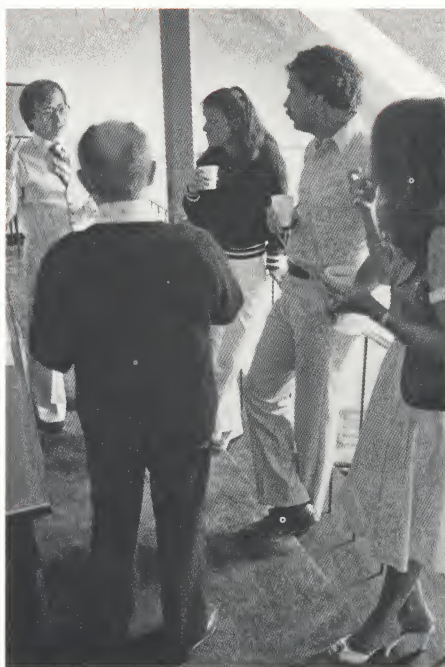
This seminar is designed to make it easier to comply with the numerous and complex Federal tax regulations affecting non-profit health-care facilities.

SPECIAL FEATURES

- Revised Form 990 will be discussed in detail.
- A comprehensive workbook will be distributed to each attendee for use during the seminar and for later reference.
- This program is designed to qualify for 14 hours Continuing Professional Education Credit (CPE) for accountants.

WHO SHOULD ATTEND

Administrators . . . Financial management officers and their staff . . . Certified Public Accountants . . . Health Association Personnel . . . and others who need to be informed and skilled in tax aspects of health-care financial management.



SEMINAR OUTLINE

- I. Tax Reform Act of 1969 and Recent Trends
- II. Exemption Status—502(c)(3)
- III. Shared Service Organization
- IV. Unrelated Business Income
- V. Auxiliary Income
- VI. Employment Taxes and Exemptions
- VII. ERISA Requirements
- VIII. 403(B) Annuities
- IX. Physician and Hospital Arrangements
- X. Fund Raising and Related Tax Issues
- XI. Tax-Exempt Financing
- XII. Form 990
- XIII. Tax Issues in Corporate Reorganization
- XIV. Dealing with the IRS Audit

SEMINAR LEADER

Soon W. Lee (See Biography below.)

BUDGETING AND CONTROL: A PRACTICAL PROCESS FOR HOSPITALS AND OTHER HEALTH-CARE FACILITIES

Program No. BHD-601
Two Days, 9:00 a.m. to 4:30 p.m.
October 22 and 23, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$445

This program provides practical step-by-step procedures and techniques essential to the budgeting process. It also offers a comprehensive view of how the budgeting process is related to day-to-day operations.

KEY TOPICS

- I. Procedures for Constructing a Master Budget
 - II. How to Present the Budget to the Boss
 - III. Manpower or Position Budgeting (Table of Organization) and Control
 - IV. Statistical and Work-Unit Budget for Analysis of Fixed and Variable Costs Behavior
 - V. Expenses, Revenue, Capital, and Cash Budgets
 - VI. Master Budget Report
 - VII. Comparative Report
- Case studies and group workshop sessions enable enrollees to learn and practice the concepts as they are presented.

SEMINAR LEADER

Soon W. Lee (See Biography below)

MEDICARE COST FINDING AND COST REPORTING

Program No. BHC-641
Two Days, 9:00 a.m. to 4:30 p.m.
December 3 and 4, 1981
Thursday and Friday
Bellevue Stratford
Fee: \$445

The objective of this program is to provide participants with (a) practical experience in preparing, analyzing, and synthesizing Medicare Cost Reports; (b) a better understanding of the documentation necessary for preparation and presentation and (c) the ability to better interpret Medicare Cost Reports.

KEY TOPICS

- Basic Preparation of Medicare Schedules of Reimbursable Costs.
- Form Identification and Interrelationships
- Principles of Medicare Reimbursement
- Cost Finding and Cost Allocation (Cost Apportionment)
- Integration of Cost Reports with Financial Reporting and Policy-Making
- Audits by Fiscal Intermediary: how to respond, negotiation process and technique; handling of adjustments

Attendees have the opportunity to practice "hands-on" preparation of a Report during the seminar.

SEMINAR LEADER

Soon W. Lee is one of the foremost Hospital Financial Managers in the United States. Currently the Vice-President for Finance at the Bryn Mawr Hospital in Bryn Mawr, Pa., he worked for hospitals in New York and in the field of public accounting before assuming this position. Adjunct Professor in the Temple University School of Business Administration, Mr. Lee is also very active in the Hospital Financial Management Association and has served on numerous regional and national committees.

Management

FUNDAMENTALS OF MANAGEMENT AND PERSONAL DEVELOPMENT

Program No. BBC-241

Section I:

7 Mondays, 7:15 to 10:00 p.m.
September 21 to November 2, 1981
Ambler Campus

Section II:

7 Wednesdays, 7:15 to 10:00 p.m.
September 23 to November 4, 1981
Temple University Center City
Fee: \$175 (materials included)

This course is for individuals recently promoted or preparing for promotion to supervisory or managerial positions. The objective of the seminar/workshop is to qualify the participant to apply, on the job, (1) concepts of management and the managerial role; (2) techniques for dealing with behavior of individuals and groups in organizations; (3) principles of motivation; (4) transactional analysis and results-oriented communication methods; (5) concepts of personal development and self-awareness; (6) understanding of managerial leadership and different management "styles"; (7) techniques for making individual and organizational changes.

COURSE LEADER

Harry Reider, M.B.A., C.P.A., is President of his own management consulting firm whose services include management and staff development, organizational behavior, and communication. Mr. Reider uses his experience to share real-life situations and to assist participants in working with their particular concerns.

HOW TO DEVELOP ASSERTIVE MANAGEMENT SKILLS

Program No. BBV-1871
Two Days, 9:00 a.m. to 4:30 p.m.
September 15 and 16, 1981
Tuesday and Wednesday
Bellevue Stratford
Fee: \$485

Learn the secrets of assertive management in just two days:

- How to be assertive . . . without being overly aggressive
- How to turn down employee requests . . . without feeling guilty
- How to tell your people what you want, how you want it and when you want it . . . without being overbearing

- How to make frank employee evaluations . . . without agonizing
- How to delegate unpleasant tasks . . . without breeding resentment that lowers productivity—and much, much more.

KEY TOPICS

- I. Assertiveness Training—What it is and How it Works
- II. Examining Strategy
- III. Understanding the Communication Process
- IV. Your Conditioned Responses
- V. Assertiveness Through the Understanding of Transactional Analysis
- VI. Action Plan for Assertive Management
 - A. Managing relationships at work
 - B. Clarifying values and their effects on the job
 - C. Managing Conflict
 - D. How to give and receive performance feedback
 - E. Responding to and receiving performance appraisal
- VII. Project Session: Assertive Problem Prevention. Case studies, real problems, plans, and goals.

WHO SHOULD ATTEND

This seminar is equally valuable to men and women.

SEMINAR LEADER

James D. Carter is President of Personnel Development, Inc. He has extensive experience as a Conference Leader, Lecturer, and Program Coordinator and is on the faculty of the Advanced Management Institute at Lake Forest College.

THE WOMAN MANAGER IN A RAPIDLY CHANGING ENVIRONMENT: Developing Executive Skills

Program No. BEJ-1191
Two Days, 9:00 a.m. to 4:30 p.m.
September 16 and 17, 1981
Wednesday and Thursday
Bellevue Stratford
Fee: \$475

At this seminar you will learn how to:

- Increase your knowledge of organizational development to help you function effectively in the business environment
- Develop a management style that ensures respect
- Solve problems systematically and confidently
- Improve the performance of your staff by using professional motivation and counseling methods
- Manage your time and organize your workload to eliminate anxiety and accomplish more



KEY TOPICS

- I. Planning: Using Foresight rather than Hindsight
- II. Delegating: Who, When, How to Activate
- III. Controlling: Recognizing Success, Failure; Contingency Plans
- IV. Communicating Up, Down, Lateral
- V. Developing Decision-Making Skills
- VI. Effective Leadership Skills for Managing Your Staff
- VII. The Fundamentals of Organizational Development
- VIII. MBO—A Process of Organizational Development
- IX. Time Management Techniques to Improve Your Efficiency
- X. Strategies for Self-Development and Advancement
- XI. Managerial Communication Skills . . . Writing . . . Speaking . . . Effective Interpersonal Communication

WHO SHOULD ATTEND

This seminar is designed for women managers who want to maximize their organizational and individual potential. It is recommended for women preparing for first-level and mid-management positions.

SEMINAR LEADER

Marge Rossman is President of Womens', Inc., an executive search and management consulting firm with headquarters in Chicago. She is President of the National Association of Women Business Owners and has conducted seminars on career planning, management and supervisory skills, small business planning and special planning topics. She is President of the National Association of Women Business Owners and has conducted seminars on career planning, management and supervisory skills, small business planning and special planning topics for companies, colleges, universities, associations and other organizations throughout the country.

For registration information, call
(215) 787-7833

FIRST LINE MANAGEMENT: Fundamentals of Management for Newly-Appointed Supervisors

Program No. BBJ-1681
Two Days, 9:00 a.m. to 4:30 p.m.
December 3 and 4, 1981
Thursday and Friday
Holiday Inn Center City
Fee: \$475

Learn the latest approaches and methods that are available to increase the supervisor's effectiveness and productivity.

This seminar shows you how to:

- Obtain lower costs, less waste and higher quality
- Reduce absenteeism and turnover
- Develop a leadership style that results in greater effectiveness
- Tighten up work flow, uncover and eliminate current and future bottlenecks
- Motivate workers to more effective performance
- Use the latest professional management techniques to achieve objectives

KEY TOPICS

- I. Making the Transition from Worker to Supervisor
- II. Planning and Control: setting goals and preparing a plan
- III. The Art of Delegation
- IV. Developing Standards of Performance
- V. Improving Employee Relations: team-building and dealing with employee grievances
- VI. How to be a Leader
- VII. Motivating the Workers
- VIII. Communicating for Results
- IX. Making Sound Decisions

WHO SHOULD ATTEND

All new or prospective first-line supervisors.

SEMINAR LEADER

H. B. (Hank) Karp, Ph.D., directs a management consulting firm, Personal Growth Systems, whose clients have included major U.S. and Canadian Corporations. He has designed seminars for managers in the areas of First Line Leadership Skills Development; Motivation and Job Enrichment; Leadership Style and Managerial Effectiveness; and Organization Development, which have been conducted throughout the United States and Canada through university management centers.

Save by enrolling a team or arranging an in-house presentation. See p. 28.

PURCHASING POLICIES, PROCEDURES AND TECHNIQUES for the Smaller Organization

Program No. BPS-3981
Two Days, 9:00 a.m. to 4:30 p.m.
September 24 and 25, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$475

**GET TESTED PURCHASING TECHNIQUES
GEARED SPECIFICALLY FOR THE
SMALLER COMPANY AND LEARN HOW
YOUR SIZE CAN BE AN ADVANTAGE.**

No theory here—you get proven hands-on methods such as:

- How to develop and implement an effective purchasing plan
- How to select and investigate vendor sources
- How to reduce inventory carrying costs
- When to use competitive bids, when to negotiate and when to use only one source
- How to measure and improve contribution to profits—And more!

Over 2,000 purchasing managers have attended a version of this seminar and have benefited from it.

KEY TOPICS

- I. Formulating, Updating, and Implementing Purchasing Objectives and Plans
- II. Selecting and Dealing with Vendors
- III. Arriving at Price: Use of Quotations, Competitive Bids, Negotiating, Sole Source.
- IV. Budget and Cost Control in Purchasing: Techniques That Work
- V. What Smaller Organizations Should Know About Inventory Control and Transportation
- VI. Measuring, Appraising and Improving Contribution to Profits from the Purchasing Function

WHO SHOULD ATTEND

Purchasing Agents, Vice Presidents, Managers, and Directors of Purchasing, Senior Buyers, Procurement Directors.

SEMINAR LEADER

Ronald S. Friedman is Assistant Vice-President of Stone & Webster Management Consultants, Inc. His hands-on consultant and industry experience includes Physical Distribution, Purchasing, Logistics, Materials Management and Warehousing. He has presented over 300 seminars, has done extensive consulting, and is the author of *COST PROFIT ANALYSIS* and other published works.

A Way to Avoid Employee Grievances: Keeping Cool Without Freezing

By Karen Shallcross Koziara, Ph.D.
**Professor of Industrial Relations
and Organizational Behavior**
Temple University
School of Business Administration

Example 1 (Union Shop): The foreman told Hunter at the start of the work day that he was expected to finish cleaning and aligning his scrap machine by the end of the regular day. Hunter started to work, and after several hours the foreman called on the phone and asked, "How are you coming along?" Hunter replied, "Good." The foreman then transferred him to another operation. Just before the end of the day the foreman checked the scrap machine and found that it had not been properly cleaned and aligned. Furious that his instructions had not been followed, the foreman suspended Hunter for two days. Hunter filed a grievance, and the two day suspension was eventually revoked.

Example 2 (Non-Union Shop): Stevenson requested a specific Friday off without pay. She made the request in order to get married on Friday, and have the weekend for a honeymoon. Her supervisor agreed without hesitation. On the Friday that Stevenson had requested off, her father called her department and asked to speak to her. The supervisor, puzzled, explained that she had taken the day off to get married. The father, confused and angry, told the foreman that Stevenson had not told him of her plans to get married. When Stevenson returned from her honeymoon, the supervisor told her that not telling her father of the marriage was inexcusable, and that she was fired. Stevenson's fellow employees refused to work until she was rehired, and after a week the employer reinstated her.

Both of these situations are based on actual cases. As these examples show, employee grievances occur in both unionized and non-union settings. They are generally time-consuming, costly, and detrimental to the relationship between supervisors and employees.

Not all grievances can be avoided, of course. However, day-to-day application of a few basic concepts has the potential to drastically reduce the incidence of unnecessary grievances.

Take the first example. What happened and how could it have been avoided? First, the supervisor did not clearly communicate his expectations to Hunter—he did not tell him to finish one job before starting another. He did not ask Hunter if he had completed his initial assignment before telling him to start a new job. He probably meant to ask Hunter if he had finished the first job; indeed, he may have even thought he had done so, but, in fact, that is not what he asked. Perhaps Hunter should have realized that he was expected to finish one job before starting another. However, that was not what he was told, and he may have assumed the foreman was transferring him to a more important job.

This example makes two things clear. One is the importance of letting employees know what is expected of them. It is difficult to *do* what is expected of you if you do not know what *is* expected of you!

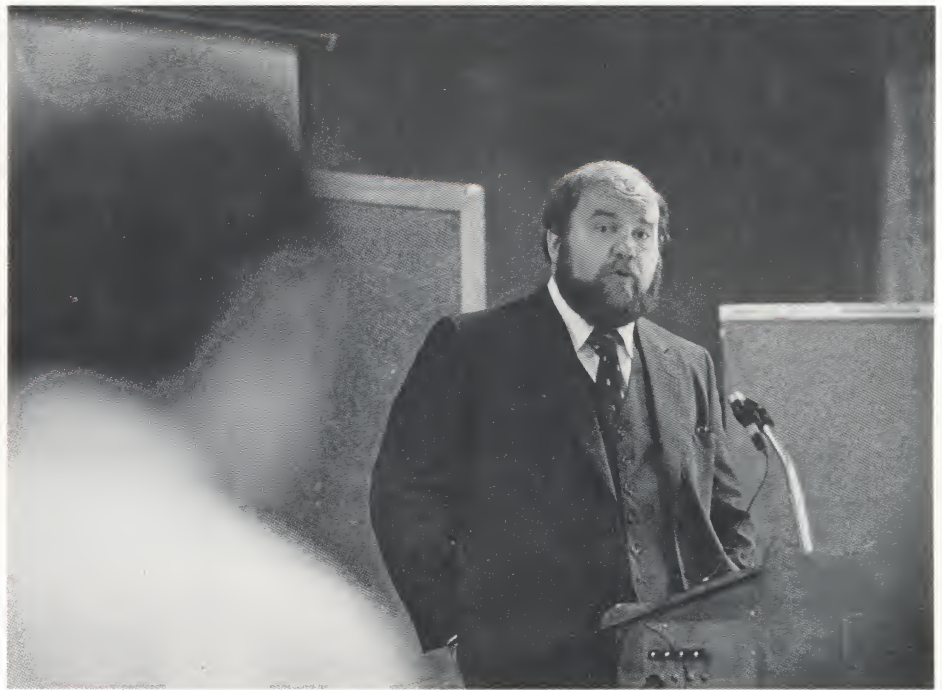
Second, the example also illustrates the importance of good communication in explaining expectations. Not only must expectations be communicated, but they must be communicated clearly!

“... application of a few basic concepts has the potential to drastically reduce the incidence of unnecessary grievances.”

The first step in communicating expectations to employees is defining what those expectations are. Usually an employer has a set of expectations for employees, and sometimes these expectations conflict. For example, a customer representative may be expected to (1) act courteously to customers, (2) handle each case thoroughly, and (3) manage large numbers of cases. This may raise questions in the employee's mind as to which of these objectives is the most important—and expectations that the employer will provide some guidance. If the employer does not do so, then—almost by default—the employee may have to make that decision. If the employee's choice does not match the employer's expectations, a misunderstanding exists—which soon can escalate into a grievance. Employers have expectations of their employees, and vice versa. Finding out what those expectations are can prevent many misunderstandings.

Once the expectations are defined, they must be communicated. There are many barriers to clear communication, some situational, and some personal. For example, complex or controversial messages make communication difficult. Distractions, nuances in language, and different points of view may also result in the message receiver hearing something different than the message sender thought was said.

(Continued on page 20)



Save by enrolling a team or arranging an in-house presentation. See p. 28.

MANAGEMENT OF QUALITY CONTROL

Program No. BPB-3041
Two Days, 9:00 a.m. to 4:30 p.m.
November 9 and 10, 1981
Monday and Tuesday
Bellevue Stratford
Fee: \$495

QUALITY CONTROL—Two words that are more important than ever before in this age of consumerism and product recall.

This seminar will help you maintain and improve your product quality as well as reduce your legal expense by:

- Showing you how to enhance quality at an acceptable cost
- Teaching you how to get better quality while testing fewer products
- Providing proven ways to reduce employee error
- Enabling you to manage more effectively

In addition, you will be provided with quick reference checklists, tables, forms and procedures you can put to work on your job right away.

KEY TOPICS

- Quality control management: an overview
- Quality assurance critical activities
- Staff management functions
- Line management functions
- Data for decision making
- Economics of quality control
- Quality control and changing world markets

WHO SHOULD ATTEND

Managers of Quality Assurance . . . Managers of Engineering and Reliability . . . Test Engineers . . . Reliability Engineers . . . Quality Control Managers . . . Inspection Supervisors . . . Process Controllers . . . Quality Auditors . . . Manufacturing Engineers . . . Quality Supervisors . . . Production Managers . . . Sales and Service Personnel . . . Industrial Engineers . . . Plant Superintendents.

SEMINAR LEADER

Leslie W. Ball is one of the nation's foremost specialists in the field of Quality Control. For five years he was the Director of Safety at the Marshall Space Flight Center, and for ten years he was Director of Reliability and Director of Product Assurance for the aerospace group of the Boeing Company. Mr. Ball has been a Reliability Consultant to the Army, Navy, Air Force, aerospace and electronic companies. He has authored more than one hundred and fifty technical papers and four books.

For registration information, call
(215) 787-7833

GETTING STARTED IN LONG-RANGE STRATEGIC PLANNING

Program No. BEK-8061
Two Days, 9:00 a.m. to 4:30 p.m.
December 3 and 4, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$495

This seminar gives you tried and proven procedures for developing long-range plans . . . and getting your people involved. It teaches you how to develop a planning team that ensures commitment . . . and easier follow-through. In just two days you'll learn:

- In just two days you'll learn:
- How to make time to plan
- How to develop a comprehensive corporate plan
- How to evaluate products and businesses which may be pulling down productivity
- How to avoid the pitfalls of rapid growth
- How to do a strategic analysis
- How to raise money
- How to decide whether or not to get professional help
- How to involve the rest of your company
- How to make sure your plan will be used . . . and much more.

KEY TOPICS

- I. How to Set Up Long-Range Comprehensive Planning
- II. How to Integrate the Long-Range Plan with the Annual Plan
- III. Strategic Boundaries for Smaller Businesses
- IV. Strategic Analysis
- V. Setting Growth Objectives
- VI. Preparing the Corporate Plan

WHO SHOULD ATTEND

Chief Executives and Vice Presidents of small to medium-size companies, Corporate Planners and Executives of larger companies or divisions. Team attendance is recommended.

EXTRA BENEFIT

Yours free for attending: Robert Linneman's practical new book, *A Shirt-Sleeve Approach to Long-Range Planning*, published by Prentice-Hall.

SEMINAR LEADER

Robert E. Linneman, Ph.D., is Professor of Marketing at the School of Business Administration, Temple University. Besides his academic work, he has been in industrial sales, a director of marketing for a major Philadelphia bank, and has participated in marketing and planning projects at over 35 companies. He is the author of "*A Shirt-Sleeve Approach to Corporate Planning*."

MAINTENANCE PLANNING, SCHEDULING AND CONTROL

Program No. BPG-9021
Two Days, 9:00 a.m. to 4:30 p.m.
October 5 and 6, 1981
Monday and Tuesday
The Stadium Hilton Inn
Fee: \$495

IMPROVE YOUR MAINTENANCE OPERATION, UPGRADE EXISTING SKILLS AND ACQUIRE NEW ONES.

Learn exactly what to do to implement an effective planning, scheduling and control system. This seminar shows why and how this tried-and-true maintenance system works to reduce costs . . . how it improves daily maintenance operations . . . how it improves the quality and timeliness of reports. In addition, you get an opportunity to bring your special problems to this course and learn the 10-step approach to solving them.

KEY TOPICS

- I. PLANNING FOR AND ORGANIZING AN EFFECTIVE MAINTENANCE PROGRAM:
Techniques That Work to Access and Establish Planning Objectives . . .
Modifying Objectives . . . Estimating Costs . . . Allocating Personnel . . .
Computer Applications.
- II. MAINTENANCE SCHEDULING TECHNIQUES:
Planning and Installing Long-Term and Short-Term Scheduling Systems . . .
Combining the Long and Short-Term Schedules . . . Setting Priorities . . .
Selecting Equipment . . . Keeping Records.
- III. MAINTENANCE STANDARDS, BUDGETS AND COST CONTROL:
Planning for Unplanned Maintenances . . .
Improving Maintenance Productivity . . .
Measuring Results Obtained.
- IV. APPRAISING AND UPDATING MAINTENANCE PLANNING, SCHEDULING AND CONTROLS:
Using Qualitative and Quantitative Measurements to Appraise and Improve Maintenance Planning, Scheduling and Control Performance.

WHO SHOULD ATTEND

Maintenance Managers and Supervisors, Plant Service Managers and Engineers, Chief Engineers and others concerned with maintenance planning, scheduling and control systems.

SEMINAR LEADER

Ronald Friedman, is Assistant Vice President of Stone & Webster Management Consultants, Inc. He has "hands-on" consultant and industry experience in physical distribution, purchasing, trucking customer service, logistics, maintenance traffic, materials management and warehousing. He has been a featured speaker at over 300 seminars.

EMPLOYEE GRIEVANCES

(Continued from page 19)

Several things aid good communication. First, messages should be kept as clear and simple as possible. Consider using written communication for complex or technical messages. And—extremely important—never underestimate the value of eliciting feedback. Checking to see if someone understands a request or order is time consuming, and it is the easiest rule of effective communication to forget, particularly in a crisis. However, there is no substitute for two-way communication as a check on accuracy.

The companion to good communication in grievance avoidance is fair treatment. There are two ways in which fair treatment is viewed. One measure of fair treatment comes from general societal norms of what is acceptable in a given situation. For example, we may have found Stevenson's behavior in the second case above odd. However, her behavior had nothing to do with job performance. As a result, the punishment for her behavior—being fired—appears unfair and unjustifiable. It violates a generally held notion that the punishment for an indiscretion should reflect the seriousness of that indiscretion, and that minor indiscretions warrant minor responses.

“ . . . disparate treatment frustrates employees, and . . . should be avoided in order to reduce grievances and improve the general employment climate.”

Fair treatment also requires the avoidance of treating employees differently for the same behavior. Rewarding some employees more than others for similar performances is disparate treatment. Disparate treatment also occurs when some employees are penalized more heavily than others for the same behavior. Both types of disparate treatment frustrate employees, and both should be avoided in order to reduce grievances and improve the general employment climate.

In summary, many grievances can be avoided by establishing clear policies, communicating these policies to employees, making sure the policies are understood and enforcing them fairly. Finally, it should be remembered that many grievances occur when tempers or emotions are high, and rules of communication and fairness are easily forgotten. Waiting until tempers subside, while concentrating on the problem at hand, can be very helpful in these situations. In other words, remember the words on the mayonnaise jar, “Keep cool, but do not freeze.”

Dr. Karen Shallcross Koziara is Chairperson of the Department of Industrial Relations and Organizational Behavior at Temple University School of Business Administration.

HOW TO PLAN AND MANAGE A DISTRIBUTION WAREHOUSE: Proven Concepts in Physical Distribution Engineering

Program No. BPT-6501
Two Days, 9:00 a.m. to 4:30 p.m.
November 9 and 10, 1981
Monday and Tuesday
Holiday Inn City Line
Fee: \$475

In two fact-filled days of practical discussion, led by a nationally-recognized warehousing authority, you will go through each aspect of distribution warehousing and learn, step by step, the latest proven techniques that will make you a more efficient and effective warehouse manager.

KEY TOPICS

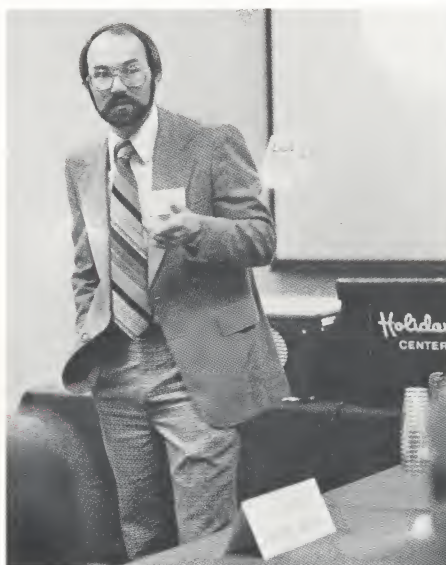
- I. FACILITIES PLANNING:
Facilities design and layout techniques
... Material handling equipment options
... Equipment selection criteria.
- II. MANAGEMENT ORGANIZATION:
How to develop personnel needs
How to organize for operational effectiveness
... Inbound shipment processing
... Order entry and handling techniques
... Order-picking techniques
... Physical inventories techniques.
- III. MANAGEMENT CONTROL:
Minimizing product damages
... Insuring inventory accuracy
... How to eliminate slow movers, improve security, and reduce pilferage
... Personnel safety and training
... How to set operational standards.
- IV. WAREHOUSE PRODUCTIVITY:
How to measure productivity, receiving activities, shipping activities, and administrative efficiency
... How to apply productivity measures to commercial warehouses
... How to improve productivity.

WHO SHOULD ATTEND

Warehousing and physical distribution managers and engineers and others who plan and manage warehouse operations.

SEMINAR LEADER

Michael Pregmon, Jr. is Director of Distribution for Citrus Central, Inc. He is a nationally-known practitioner and consultant in physical distribution management, and has addressed professional societies and conducted public seminars across the U.S.



CONSTRUCTION CLAIMS: HOW TO MANAGE CONTRACT CHANGES PROFITABLY

Program No. BCC-5211
Two Days, 9:00 a.m. to 4:30 p.m.
September 30 and October 1, 1981
Wednesday and Thursday
Bellevue Stratford
Fee: \$495

LEARN HOW TO MAKE CONTRACT CHANGES PROFITABLE

This intensive, two-day seminar is designed to teach you how to manage contract claims and damages in order to recover all legitimate costs. Taught by an expert faculty, the seminar shows:

- How to recognize potential claims
- Techniques in asserting and defending claims
- When to press claims against third parties
- How to calculate and prove ALL your damages
- How to avoid claims in the future

WHO SHOULD ATTEND

Construction Owners, Contractors, Attorneys, Architects, Engineers.

KEY TOPICS

- I. How to Cope with Changes
- II. How to Make Changes Profitably—What You Can Collect
- III. Construction Claims—How to See them Coming
- IV. Claims Related to Time of Performance
- V. Delay Damages—Making the Most Out of a Bad Situation
- VI. The Road to Cost Recovery—Record Keeping
- VII. Claim Preparation
- VIII. Claim Presentation

SEMINAR LEADER

Irv Richter, is President and Chief Executive Officer of Hill International, Inc., a leading

firm in contract claims analysis. A nationally recognized speaker in construction damages and claims, Mr. Richter is the author of numerous articles on delay and delay damages, claims and arbitration, and is author of *Procedures for Resolving Claims and Disputes on the New \$16 Billion Alaska Gas Pipeline*.

PRINCIPLES AND PRACTICES OF WASTE INCINERATION

Program No. BPR-6881
Two Days, 9:00 a.m. to 4:30 p.m.
September 17 and 18, 1981
Thursday and Friday
Bellevue Stratford
Fee: \$495

INCINERATION . . .

—it's a proven, effective, and versatile method of disposing solid, liquid, and gaseous wastes, including difficult-to-handle sludge.
—It can resolve your waste disposal problem in a way that is economical, efficient and environmentally acceptable.

Learn different systems and procedures for waste incineration that will alleviate most waste disposal problems; discover the advantages:

- Potential dollar savings of fossil fuel costs through waste heat recovery
- Benefits from reclaiming and salvaging materials
- Reduced expense for private contractor hauling and disposal
- Lower operating and maintenance costs for plant vehicles going to, from and through dumps and landfills
- Major cuts in requirements for hard-to-find and expensive landfill sites.

KEY TOPICS

- I. Waste-Solid, Liquid, Gaseous and Sludge: Sources, Quantity, Characteristics, and Disposal Practices
- II. Workshop—Combustion Process
- III. Incineration Systems and Subsystems
- IV. Hazardous Waste
- V. Air Pollution Control
- VI. Energy Recovery (waste heat, resource recovery)
- VII. Workshop: Sizing, Chamber volumes, Grate problems, Flue Gas Calculations.

WHO SHOULD ATTEND

Constructors, Plant Facilities and Layout Engineers and Designers, Plant Managers, Building Managers and Engineers, Air Pollution Control Officials.

SEMINAR LEADER

John F. Moriarty is a Consultant in the Environmental Engineering Division of Syska & Hennessy. He is a specialist in the principles of incineration and operation of sewage treatment plants and incinerators, and regularly conducts training programs in the principles of waste incineration.

Marketing

PROFITABLE DIRECT MARKETING METHODS

Program No. BMA-261
6 Thursdays, 6:00 to 9:00 p.m.
October 29 to December 10, 1981
Temple University Center City
Fee: \$150

Learn how to boost sales, cut costs, and increase profits through direct marketing. This course is designed for business people and marketing and advertising practitioners, including newcomers to the direct marketing field. Discover how experienced professionals in the \$75 billion industry operate. Learn proven direct response offers and how to select the correct format and create a winning direct mail package. Learn how to track results, what to test, and what not to test. Also covered are mailing lists; how to rent your own list; use of magazines, TV, and newspapers; telephone marketing; credit card selling; computer technology, fulfillment and customer service. Course uses case studies and samples of professional materials, plus active participation by attendees.

COURSE LEADER

Peter Spaulder is Marketing Director of National Liberty Marketing, Inc., and a member of the Philadelphia Direct Marketing Club, Inc.

To receive our next catalog, fill in and return the form on p. 30.



HOW TO GET BIG RESULTS FROM A SMALL ADVERTISING BUDGET

Program No. BMC-7041
Two Days, 9:00 a.m. to 4:30 p.m.
November 19 and 20, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$475

Just because your funds are limited is no reason you should have less than topnotch advertising and sales promotion. This seminar shows—in simple, clear language—how to adapt the most sophisticated marketing techniques to effective, economy-minded uses. Here's everything you need to know about:

- Creative purchasing techniques
 - Copywriting for results
 - Compiling a successful catalogue
 - Selecting the right ad agency
 - Point of purchase displays
 - Effective sales meetings
- and much more . . . all from the distinctive point of view of the smaller advertiser. You will learn simple and often ingenious ways to get more mileage out of every dollar spent. You could save yourself thousands of dollars.

KEY TOPICS

- Marketing for the smaller company
- Do-it-yourself market research
- Selecting the right media
- Direct mail: how to substitute cleverness for cash
- Creating an ad that pulls
- Public relations . . . the art of making news
- Trade shows . . . how to meet your prospects, all in one place
- Selling visually
- Getting action from business letters
- How to buy creative services

WHO SHOULD ATTEND

Top management, marketing, advertising and public relations managers of smaller and medium-sized companies.

SEMINAR LEADER

Cynthia S. Smith is President of C/D Smith Advertising, Inc. She began her career as a copy writer for a small agency and then spent twelve years as the advertising director of Joshua Meier Company, Inc., now a division of W. R. Grace. A leading authority in the small budget advertising field, she is the author of *How To Get Big Results from a Small Advertising Budget* and is working on another book, *How to Get the People You Work With to Work for You*.

Industrial Market Segmentation: Fad or Fact

By John Grashof, Ph.D.
Professor of Marketing
Temple University
School of Business Administration

Industrial market segmentation is not a fad; rather, it is a fact—indeed a fact of life. Just like their consumer goods counterparts, industrial marketers must recognize that different segments exist within their markets and deal effectively with that realization. Failure on the part of industrial marketers to deal with issues of market segmentation can lead to loss of sales and reduced profitability.

Segmentation Defined

Market segmentation is the process of identifying subgroups or subsets of customers that exist within a market. For example, automobile parts may be sold to the O.E.M. market or the automotive after market. These two groups constitute two major segments of the auto parts market.

The variables by which segments are identified are usually called dimensions. Typical dimensions used in industrial marketing include firm size (expressed both in terms of sales and number of employees), S.I.C. category, location, and whether the firm is an inventor or follower.

“Just like their consumer goods counterparts, industrial marketers must recognize that different segments exist within their markets and deal effectively with that realization.”

The objective of a segmentation effort is to select a set of dimensions which results in, technically speaking, clusters such that the “within group” variance is minimized while the “between group” variance is maximized. For example, in the toothpaste market in terms of the desired benefits, all of the consumers in the

health/decay prevention segment are quite similar as are all of the consumers in the sex appeal segment. However, these two segments of the toothpaste market are quite different from each other. What this means is that the set of dimensions should group customers within the market in a way that those customers who are similar and want the same things are grouped together and those who are different and want different things are kept separate.

“The objective of a segmentation effort is to select a set of dimensions which results in, technically speaking, clusters such that the “within group” variance is minimized while the “between group” variance is maximized.”

Differences in Industrial Segmentation

The dimensions, or bases, for industrial market segmentation are, as far as categories are concerned, similar to those for consumer goods segmentation. The differences between industrial and consumer market segmentation are the specific variables used and the way in which they are applied.

The differences in the way specific variables are used is a result of two essential differences between consumer and industrial markets. The first is that in consumer marketing a great deal of reliance is placed on *selective perception by the customers*. Marketing efforts are made available to a total market and those consumers to whom the effort is relevant pay attention and are affected by the effort. For example, advertising of decaffeinated coffee is done on a mass basis and those customers interested in the product will (hopefully) choose to pay attention to the particular advertisement. Similarly, retailers offer a wide variety of merchandise and customers select that which they desire.

Industrial marketing on the other hand has a much higher degree of *preselection by the sellers*. The selling organization preselects those firms on which their sales force will call, and a much greater proportion of promotion is done by direct mail and more highly selective advertising media. This difference results in the need for segmentation variables that are obvious from outside the potential buying firm,

(Continued on page 24)



HOW TO DESIGN AND IMPLEMENT THE ANNUAL MARKETING PLAN

Program No. BMG-7141
Two Days, 9:00 a.m. to 4:30 p.m.
November 19 and 20, 1981
Thursday and Friday
Holiday Inn City Line
Fee: \$475

At this seminar you will learn how to:

- Determine overall goals and budgets
- Set goals and budgets for sales territories . . . and for products
- Utilize market research for key background information
- Determine if plans are realistic, complete and attainable
- Develop timetables for action-step completion
- Obtain management's support for marketing plans and priorities
- Understand basic financial tools of marketing administration

KEY TOPICS

- The Strategic Framework for the Annual Marketing Plan
- Growth Share Analysis and Experience Curves

- How to Organize for Planning
- How to Conduct the Situation Analysis—The Marketing Audit
- How to Develop the “Base” Marketing Plan
- Key Methods in setting Marketing Objectives, Priorities, Budgets, Time-tables, and Control Points
- How to Prepare the Formal Marketing Plan
- Presenting the Plan to Management
- Practical Implementation of the Plan: How to Make it Work.
- Performance Evaluation and Control of the Plan

WHO SHOULD ATTEND

- Marketing Managers and Directors
- Product Managers
- Marketing Planners
- Planning Specialists

SEMINAR LEADER

Martin L. Bell, Ph.D., is Professor of Marketing, Graduate School of Business Administration, Washington University in St. Louis. He is recognized nationally as an educator and author. Dr. Bell has organized and participated in executive development seminars for many large and small companies, including the National Builders' Hardware Association, IBM, Control Data, and the Donaldson Company.

For registration information, call
(215) 787-7833



IMPROVING CUSTOMER SERVICE: How to Keep Customers and Control Service Costs

Program No. BME-3561

Two Days, 9:00 a.m. to 4:30 p.m.

December 7 and 8, 1981

Monday and Tuesday

Holiday Inn City Line

Fee: \$475

IT COSTS FIVE TIMES AS MUCH TO GET A NEW CUSTOMER AS TO KEEP A CUSTOMER YOU ALREADY HAVE. AND KEEPING CUSTOMERS IS THE JOB OF CUSTOMER SERVICE. THIS SEMINAR WILL SHOW YOU HOW.

KEY TOPICS

- Customer Service: What it is and Why it is Important
- How Customer Service is Organized
- Interrelationships with other corporate functions
- Personnel staffing ratios and compensation
- How to Measure Current Service Performance
- The Customer Service Audit
- How to Develop Customer Service standards
- Customer Service Manuals: Usefulness, Content, Distribution
- Distribution System Planning and Customer service
- Order Fulfillment Ratios: How to establish the right inventory level
- Total Order Cycle Time: How to measure, audit, and reduce it
- How to Set Up your own Customer Service Improvement Program

WHO SHOULD ATTEND

Customer Service Managers . . . Product Complaint Managers . . . Physical Distribution Managers . . . Marketing Managers . . . and all other Executives involved with Customer Service.

SEMINAR LEADER

Rich Keegan is Principal of Rich Keegan Association in Minneola, New York. Prior to his present position, Mr. Keegan was Sales Manager for the Dale Carnegie Institute, and assumed his present position in 1966, as a professional trainer and speaker. He has designed and presented seminars in human relations, customer service, motivation and sales for major corporations and government agencies and has written articles on motivation and goal achievement.

To receive our next catalog, fill in and return the form on p. 30.

INDUSTRIAL MARKET SEGMENTATION

(Continued from page 23)

such as size and S.I.C. category. Indeed, industrial market segments, to be useful, must be able to be described by demographics, even if their identification is by other variables. For example, one market segment for laboratory equipment might be firms doing basic, as opposed to applied, research. To be most useful as a segmenting variable this dimension should be tied to a demographic variable such as size, or S.I.C. category.

The second major difference is the extent to which industrial buying activities are routinized. While recognizing the complexity of industrial buying, including multiple buying influence in a buying center, there are still efforts to routinize the process. These efforts range from virtually-automated buying with computer-generated purchase orders for regularly purchased supplies and components to the existence of loosely defined policy statements describing purchase authority.

An important impact of this tendency to routinize the purchase is the shift from the influence of an *individual* on the outcome of a purchase to that of an *organization*, through policies and procedures. For segmentation this means, directly, that one segmentation variable will be the extent to which an organization routinizes purchasing and the impact of this on the marketing efforts of sellers. For example, spare parts inventory records are often maintained on a computer. When supplies fall to a certain level the computer automatically prints a purchase order to replenish the items needed. Indirectly, the tendency to routinize means that in selecting segmentation variables a marketer must be aware of the extent to which the segmentation variables impact on or are influenced by the routinization attempts. In high technology fields, for example, the segment of the market dealing with the newest technology cannot routinize their purchases, although the process can follow established policies.

Summary

Industrial markets do contain segments—that is a fact. Attempts to segment industrial markets and base marketing efforts on the segment structure identified are not fad activities but rather good business practices. For the industrial marketer, the question is not whether to deal with segments but rather whether to aggressively try to identify segments and thereby become more efficient and effective in the allocation of marketing resources and implementation of marketing plans.

Dr. John Grashof is Professor of Marketing at Temple University School of Business Administration.

WRITING

(Continued from page 8)

the message certainly is not being communicated. Among other faults, this writer did not consider the particular audience this information is intended for. Unfamiliar words or usages like *includable*, *accrual basis*, and *election* are used without explanation. If the tax laws are not clear, taxpayers will not understand them. If taxpayers do not understand the tax laws, they will complete their forms incorrectly, and either cheat themselves or the government out of money. In the end, these two paragraphs will have missed their mark, and unnecessary complications will have resulted. Why? Because of poor writing.

The three-part process of prewriting, writing, and rewriting applies to all kinds of writing, not only to professional writing. But it is especially important to the person in business or industry who recognizes that any communication can win or lose a sale, a friend, or a job interview. Effective communication can mean a big sale (and maybe a promotion?), a pleased customer who will continue to share a business interest, an interview for a challenging new job (and a higher salary?).

For these reasons, good professional writing never requires restatement. Its message should be stated once, clearly and precisely. It should be understood on a first reading. In the second of the two paragraphs previously examined, the writer acknowledges in so many words that the first paragraph needs rewriting. Here is the first sign that prewriting was not properly done. Then there is the sign that rewriting also failed: the second paragraph, the restatement of the first, is no clearer, no more straightforward. As we might have decided after reading these two paragraphs for the first time, both writer and reader are in trouble.

Dr. Harty is Assistant Professor of English at Temple University. He conducts the course entitled "Business Writing Review" and the seminar "Writing for Results: How to Write More Effective Reports, Letters, and Memos."

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HOW TO WRITE AND DESIGN EFFECTIVE PRINT ADVERTISING

Program No. BNH-7331

Two Days, 9:00 a.m. to 4:30 p.m.

September 15 and 16, 1981

Tuesday and Wednesday

Bellevue Stratford

Fee: \$475

This seminar presents the fundamental guidelines used by Madison Avenue's star writers and designers. It provides no-nonsense examination of what advertising is . . . and what it can realistically accomplish if carried out properly.

The program helps you evaluate and make intelligent decisions concerning your advertising.

KEY TOPICS

- I. How research (even if limited) can help you avoid wasting time and money on advertising that is virtually doomed to fail.
- II. Distinct responsibilities of copywriters and designers—how each contributes to the success of advertising.
- III. How to recognize good advertising (although it may have cost very little)—as opposed to poor advertising that is cloaked in razzle-dazzle.
- IV. How to judge good copy.

- V. Are pictures really worth 1000 words?—a fascinating report on how most people perceive visuals, with recommendations for *your* advertising.
- VI. Fail-safe ways to win response to your advertising—without making unbelievable or exaggerated claims.
- VII. Working within a team system to be sure that everyone involved in the creative process is working toward the same objective.

WHO SHOULD ATTEND

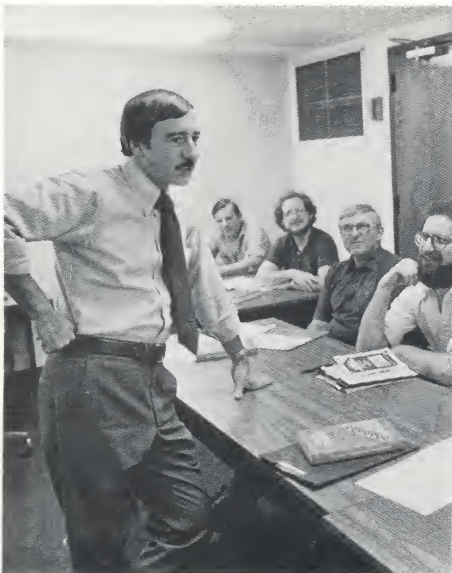
Copywriters, art directors and advertising managers . . . and others who are involved in production of advertising.

SEMINAR LEADER

David E. Morris, is Senior Consultant with the Stenrich Group. He has experience as Director of Sales Promotion and Training for a packaging firm in Colorado . . . and Director of Advertising for major clothing chains in the Midwest. He is an experienced speaker, having conducted numerous seminars pertaining to advertising copy and design, direct mail marketing, telephone marketing and others.

**For registration information, call
(215) 787-7833**





Personnel

JOB EVALUATION AND WAGE/SALARY ADMINISTRATION

Program No. BTK-2631

Two Days, 9:00 a.m. to 4:30 p.m.

October 22 and 23, 1981

Thursday and Friday

Holiday Inn City Line

Fee: \$475

Gain a clear comprehensive understanding of the basics. Find out how to:

- Develop and administer your wage/salary program through job evaluation, salary analysis and individual performance appraisal
- Use a pay-for-performance program as a motivational tool
- Write accurate job descriptions
- Keep your wage/salary program current
- Control compensation costs with up-to-date strategies for combating inflation and recession.

KEY TOPICS

- I. The Basic Issues for Wage and Salary Administration
- II. How to Deal with Inflation and Recession
- III. Legal Regulations that Affect Wage and Salary Decisions
- IV. How to Administer the Job Evaluation Process

- V. Job Evaluation (a Case Study Exercise)
- VI. Job Analysis and Description
- VII. How to Price Jobs and Determine the Wage and Salary Structure
- VIII. Wage/Salary Surveys
- IX. Job Pricing and Individual Adjustment Exercise (a Case Study Exercise)
- X. How to Set Up a Pay-for-Performance Program for Individual Salary Treatment
- XI. How to Monitor, Analyze and Budget Your Salary Structure
- XII. Current Issues, Fads and Fashions

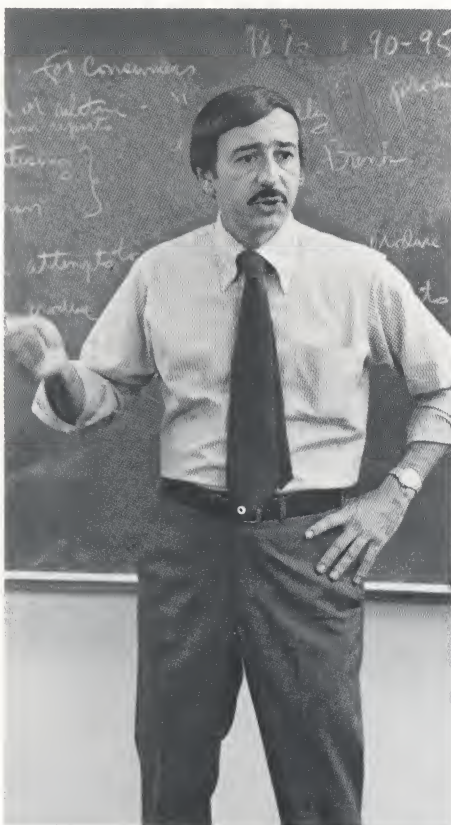
WHO SHOULD ATTEND

Those new to wage/salary administration, including: Managers, Recruitment Directors, Personnel Directors, Wage-Salary Administrators, Compensation Managers, Labor Relations Directors, plus general managers who want to familiarize themselves with the field.

SEMINAR LEADER

David A. Pierson, Ph.D., is a specialist in Human Resources Management, Wage and Salary Administration, and Organizational Behavior. In addition to his position as Assistant Professor of Industrial Relations and Organizational Behavior at Temple, he provides consulting and training services to a number of corporate clients.

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Sales

HOW TO CHOOSE A PROFESSIONAL SALES POSITION

Program No. BSB-121

Saturday, 9:00 a.m. to 4:00 p.m.

September 26, 1981

Temple University Center City

Fee: \$45 (Lunch on your own)

High income, flexible hours, and expense account and plenty of openings, even in uncertain times—that's what a sales career can offer. But it isn't all roses. Not everybody is suited for sales—and many sales positions don't deliver all they seem to promise.

Are you considering a career change, or reentering the job market, and thinking about sales? Save time and possible disappointment by coming to this one-day seminar.

Find out from an experienced career consultant whether you're suited for sales . . . and, if so, what kind of sales opportunity would be best for you. Learn the basic steps in the sales process. Hear from an expert in sales placement where the best positions are, and how to land one for yourself. A panel of professional sales people will discuss the details of their positions, the benefits, the problems, and ways to enter the field.

SEMINAR LEADERS

Ayn Decker, M.Ed., a professional career consultant whose experience includes workshops and private consultations for clients. She has coordinated career development programs for a variety of businesses and other organizations.

Lenwood Harris, Manager, Sales Consultants of Philadelphia, the local office of the largest executive search firm in the nation specializing in sales and marketing positions. His background includes 11 years' experience as a salesman in the publishing field.

**For registration information, call
(215) 787-7833**



Small Business

HOW TO START A BUSINESS

Program No. BKA-271

6 Thursdays, 7:15 to 9:45 p.m.

September 24 to November 5, 1981

Temple University Center City

Fee: \$150

Learn how to go into business and how to move your business ahead. This course is designed to share experiences with successful entrepreneurs and learn from experts who will advise you on how to succeed in starting your own business. This course will cover such topics as: organizing the business, developing a business plan, managing the business for profits, the implementation of accounting and insurance programs, the integration of marketing and advertising, using cash flow management, dealing with a bank, getting a loan, where to get a loan, and special situations of minority groups.

COURSE LEADERS

Faculty from Temple University's School of Business Administration and other experts from the fields of business, banking, and government agencies.

HOW TO BECOME A TRAVEL AGENT

Program No. BKF-391

12 Wednesdays, 6:30 to 9:00 p.m.

September 23 to December 9, 1981

Ambler Campus

Fee: \$230 (materials included)

This program enables you to master the basic elements of the travel agency business. Skills in planning, counseling, and selling to the traveling public are taught through lecture, discussion and workshop formats. Instruction in the daily work of the travel agent is combined with practical exercises to enable you to function effectively on the first day in a travel agency. The instructor is an established travel agent, well-known in the field, with a wide range of business and training experience.

COURSE LEADER

Robert Siegal, Certified Travel Counselor; Education Director, American Society of Travel Agents (Delaware Valley), and Senior Tour Counselor of Rosenbluth Travel Agency.

TWO WAYS TO MEET YOUR COMPANY'S TRAINING NEEDS AND SAVE MONEY

1. TRAIN "IN-HOUSE"

In-house programs provide convenient, customized training, and reduced cost.

The programs and seminars you see in this catalog, as well as many other programs, can be tailored for in-company presentations, at per-person **rates which can usually save you 50%** of the standard public seminar charge. **You** choose the location. **You** choose the time (days, weekends, evenings, or any combination thereof). **You** choose the number of participants. We will furnish you with the seminar leader, all seminar material, and an opportunity for you and the seminar leader to custom tailor the seminar for your particular organizational needs.

In addition to substantial savings and custom tailoring, an in-company presentation has the significant advantage of introducing a large number of your staff to new concepts all at once—improving the likelihood that long-run constructive changes will occur in the attitude and performance of the attendees!

2. USE GROUP DISCOUNTS

Train your key managers—or your entire team—at a lower cost per person.

When you register three or more persons at one time in any one or a combination of programs, **you can reduce the price by 10%**. For ten or more persons, there is a **discount of 25%**. Even greater reductions in price are available when your company makes a commitment to a larger number of enrollments. As you do this, your savings and the extra benefits from group training become comparable to those of companies which sponsor "in-house" programs.

A representative of Temple University's Center for Professional Development is available to meet with you, analyze your training requirements, and help you obtain the services you need at the lowest possible cost.

For more detailed information about these opportunities or to discuss Professional Development Programs in general, call Donald Mault, Manager, Program Marketing at (215) 787-7833 today!

About Temple University's School of Business Administration

The School of Business Administration at Temple University provides an educational experience that is responsive to the needs of businesses, the community and society—and to the needs of today's more mature, more demanding business students.

The School is located in Speakman Hall, at the Main Campus, 13th Street and Montgomery Avenue. Business courses are also offered at Temple University Center City (1616 and 1619 Walnut Street, Philadelphia) and the Ambler Campus.

In addition to undergraduate and M.B.A. studies, other graduate degree programs include the Master of Science, which permits a student to take more courses in a particular area than does the M.B.A.; a Master of Arts in economics or in computer science; and a Ph.D. with concentrations in business administration, economics, or applied statistics.

The School has 215 full-time faculty members, many of whom are nationally and internationally recognized as authorities in their fields. Because of previous academic, business and government experience, the faculty brings significant practical experience to the classroom.

UNDERGRADUATE AND M.B.A. PROGRAMS

The School has 4,000 undergraduate students on either a full-time or part-time basis. The student may major in any of twelve areas of concentration: accounting, actuarial science, computer and information sciences, economics, finance, industrial relations and organizational behavior, insurance and risk, law and business, management, marketing, real estate, and statistics.

Approximately 2,300 students are enrolled in the M.B.A. program. Most of the students have full-time jobs; some are already successful executives. Because of the mix of age, interests, nationality, sex, and occupation, the students find each other to be important components of their learning experiences at Temple.

Leading business executives are invited to be guest lecturers to add timeliness and provide a practical point of view. For more information about undergraduate programs call 787-7672; for information about the M.B.A. program call 787-7678; and for other graduate programs, 787-8120.



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(49) PREFIX: (Mr., Mrs., Ms., Dr., etc.)

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(16) BUSINESS/PROFESSIONAL TITLE OR POSITION

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(16) COMPANY NAME

(49) COMPANY ADDRESS

A

2

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(49) CITY

(73) STATE

(75) ZIP CODE

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| ☐ Sales (BS) | ☐ Insurance and Actuarial Science (BJ) |
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General Information

REGISTRATION is on a first-come, first-served basis. Popular programs fill early; to ensure a place, send the registration form below with payment right away. Evening and weekend courses may be charged to your Visa or Master Card account; for daytime seminars, a company's Purchase Order number may accompany the registration form. You may register by calling (215) 787-7833.

Discounts are available for your organization if you enroll a team of three or more people at the same time. Call our office for details.

Tax Deduction for all expenses of continuing management education (including registration fees, travel, meals and lodging) undertaken to maintain and improve professional skills Treas. Reg. 1-162-5-Coughlin vs. Commissioner, 203F.2d307).

Certificates of Achievement are awarded for successful completion of the programs outlined in this book.

Cancellations made less than three working days prior to start of weekend seminar programs are subject to a \$50 cancellation fee. Refunds will not be granted after the seminar has begun.

Refunds for cancellations of evening and

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If insufficient enrollment necessitates cancelling the program, all tuition will be refunded.

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LOCATIONS

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Philadelphia

Ambler
Meetinghouse Road
Ambler

Holiday Inn Center City
1800 Market Street
Philadelphia
215-561-7500

Holiday Inn City Line
City Line Avenue and Monument Road
Philadelphia
215-877-4900

Philadelphia Marriott Hotel
City Line Avenue and Monument Road
Philadelphia
215-667-0200

Lancaster Treadway Resort Inn
22 Eden Road, Route 30 and Oregon Pike
Lancaster
717-569-6444

Bellevue Stratford Hotel
Broad Street and Walnut
Philadelphia
215-893-1800

The Sands (formerly the Brighton)
Indiana Avenue and Brighton Park
Atlantic City
609-441-4150

The Stadium Hilton Inn
10th Street & Packer Avenue
Philadelphia
215-755-9500

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Registration Form

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*If your organization has an internal mailing code, please fill this in to expedite your mail.

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INTEREST AREAS

Please indicate all areas for which you wish to receive program notices.

- | | |
|--|--|
| _____ Accounting & Taxation (BA) | _____ International Business (BE) |
| _____ Basic Administrative Management (BB) | _____ Small Business Management (BK) |
| _____ Advanced Management/Executive Development (BE) | _____ Personal Finance and Investment (BF) |
| _____ Sales (BS) | _____ Insurance and Actuarial Science (BJ) |
| _____ Marketing (BM) | _____ Health Administration (BH) |
| _____ Engineering (BC) | _____ OTHER _____ |
| _____ Data Processing/Computer Science (BD) | _____ |

Please detach and return this to: **Center for Professional Development**
School of Business Administration
Temple University
201 Speakman Hall
Philadelphia, PA 19122

----- fold here -----

*Please complete and return
this card by September 25, 1981
in order to continue receiving
Center for Professional Development
mailings. Thanks so much for helping
to keep our mailing lists up-to-date.*

Place
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School of Business Administration
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IMPORTANT

If you wish to continue receiving Center for Professional Development program information, use this card to update your mail listing. CARD MUST BE RETURNED September 25, 1981.

_____ YES! I want to receive the Center's program information! My name, address and title as they appear on label below are:

_____ CORRECT

_____ INCORRECT (Please write correct information below)

PLEASE SUBSTITUTE MY NAME FOR THE ONE ON LABEL
(Please write name, title, company, address below)

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

PHONE NUMBER _____ LAST TWO DIGITS OF YEAR OF BIRTH _____

1. How many persons does your organization employ? _____

2. How many are employed at your location? _____

3. What kind of business is your company in? _____

4. What is your area of responsibility? _____

I am currently receiving information which:

_____ Pertains to my management interests.

_____ Does NOT pertain to my management interests. Please substitute the additional interest areas noted on the reverse side.

I _____ have
_____ have not
attended a Center for Professional Development program.

_____ PLEASE REMOVE MY NAME FROM YOUR MAILING LIST.

PLEASE TURN THIS CARD OVER AND COMPLETE THE FORM ON THE OTHER SIDE.
THEN MAIL TODAY! TO CONTINUE TO RECEIVE PROGRAM INFORMATION, CARD MUST BE
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51A
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**CENTER FOR PROFESSIONAL
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announcements.